

Haynes, Lisa (INFC)

ATIA - 21(1)(b)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:24 AM
To: Davis, Melanie (INFC)
Subject: FW: Debrief of March 21st WT Board meeting

From: Gillis, Kelly (INFC)
Sent: March 21, 2019 6:00 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Re: Debrief of March 21st WT Board meeting

Thanks - [REDACTED]

Sent from my iPhone

On Mar 21, 2019, at 4:32 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

I dialed into this morning's meeting of Waterfront Toronto's Board of Directors. It was the first to be chaired by Stephen Diamond and included participation of three of the four new provincial appointees. Amongst the government partners in attendance were DM Chris Giannekos and ADM Adam Redish from MOI, as well as David Stonehouse from the City's Waterfront Secretariat. Highlights from the meeting include:

- The Chair's opening statement to the Board firstly emphasized the importance of the Port Lands Flood Protection Project as one of the largest civil works in North America, with a project cost of an estimated \$1.25 billion. He flagged that it is unlocking land that will only be ready for development in 2024. He later noted that the Quayside project has received much media attention and that it too has the potential to be an important project, although Waterfront has not yet seen the Master Innovation and Development Plan. He also noted that messages have been communicated via letter to Sidewalk on matters of timelines and scope with respect to the Plan.
- Interim President and CEO Michael Nobrega presented a CEO's report that:
 - Provided an overview of the Ontario Auditor General's recommendations, and noted that a working committee consisting of the tri-government shareholders and WT is examining each recommendation and preparing detailed responses to the OAG by December 31, 2019. These draft responses will be provided to the IGSC and the Board prior to their submission. He also mentioned the prospective 'accord' being

- contemplated amongst the government partners with Waterfront (as part of the response to the OAG recommendations).
- The CEO mentioned that the Port Lands project is unfolding as planned, and that there are no concerns to date. BTY, an independent capital monitor engaged by Waterfront on this, submitted its 2nd quarterly report for the Port Lands project to the Board's Finance, Audit and Risk Management (FARM) Committee on Feb 28th and Waterfront furnished us with a copy this afternoon. A hard copy will be brought to your office.
 - On Quayside it was referenced that a complete MIDP, including fundamental business case, is not expected to be provided before mid to late spring 2019. Reference was made to briefing DMs on MIDP timelines at the March 22nd IGSC.

- [REDACTED]

- Lastly, a tribute was paid to outgoing Chief Strategy Officer Marissa Piatelli, who will be leaving WT after 15 years with the corporation.

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:23 AM
To: Davis, Melanie (INFC)
Subject: FW: FYI - Civic Lab #3 recap

From: Gillis, Kelly (INFC)
Sent: March 30, 2019 7:28 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Peets, Gerard (INFC) <gerard.peets@canada.ca>; Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Dixon, Lucas (INFC) <lucas.dixon@canada.ca>
Subject: Re: FYI - Civic Lab #3 recap

Thanks [REDACTED]

Sent from my iPhone

On Mar 29, 2019, at 10:40 AM, Campbell, Glenn (INFC) <glenn.campbell@canada.ca> wrote:

FYI – debrief from this week’s WF civic lab in TO on “realizing value of data”.

From: Faraday-Smith, Nancy (INFC)

There were 50 or so attendees, a number of whom were in supporting roles to either Waterfront (e.g., 5-6 DSAP panelists and 4 invited speakers) or the facilitator (one at each table), or were working level reps from the City or province. There were also 3-4 members of the media, including two from the **Globe & Mail**. [REDACTED]
[REDACTED]

The session was meant to be part of an ongoing dialogue to inform the bigger picture in advancing Quayside dialogue. To that end, I think it gave participants more to think about but no concrete answers per se.

A couple of key take-aways for me are:

- **IP and capturing value of data are complex, and will be especially so for Quayside.** Realizing the value from data depends a great deal on the operating context. The more narrow or specific the scenarios, likely the more straightforward the economic capture, e.g. creating a patent derived from a specific data set. In the context of Quayside, given the potential breadth and depth, and number of innovators, economic capture could cut across multiple IP avenues (patents, copyrights, trade secrets, contract (e.g., licensing to manage the value proposition), technical measures) and multiple types of databases or data sets (e.g., real time, public, private, historic).

- **There is optimism about economic opportunities at Quayside.** In spite of the complexity, if done right Quayside could provide a highly attractive testbed for innovators. Citizen mistrust of SWL and data collection, coupled with lack of public knowledge about economic capture, make it challenging to convey value of data and broader opportunity presented by Quayside. Waterfront was encouraged to promote more conversations, disseminate more information about this opportunity. I really liked McBride's statement about innovation, i.e., that if we stay in our comfort zones we don't learn anything, and if we trapped in a panic mode we also don't learn anything. He sees the Quayside project as a way innovate in between those two points of stagnation.

Nancy

Please find below a high-level summary of today's Civic Lab #3 that focused on "Realizing the Value of Data."

- To set context for discussion, Kristina Verner for Waterfront Toronto began by re-capping the last two Civic Labs, focusing on two use cases from Connecting Windsor-Essex to illustrate possible approaches to economic models for valuing data. She noted that a public consultation on the outcome of the civic lab series is expected to take place the week of May 13th.
- A series of expert briefings were provided on IP in the Canadian Context (George Takach, McCarthy's); Smart City data as a public resource (Kurtis McBride, MioVision); the World of Open Data (Bryan Smith, ThinkData Works, Inc); and on Best Practices from Around the World (Michael Geist, Uottawa).
- Takach provided a brief IP 101 and noted how the PDA (Schedule G) deals with IP for Quayside. In his view, Quayside could present IP testbed opportunities as an alpha site (prototyping); beta test site (pre-commercial release); and, as an early adopter environment.
- McBride spoke to smart city concept where an application layer (with ROI benefit to citizens) feeds into a data exchange layer, one that no one company needs to or should own this layer (sees this as a federated approach for economic exchange). He was encouraging of facilitating innovation (stay comfortable and we don't learn anything, get into panic mode and we don't learn anything).
- Smith presented on ThinkData Works' platform which acts as an intermediary between data providers (typically government data portals) and business as data users, and could serve as a model for a civic data trust in that it is independent, public-facing, open by design (but able to provide row and column level permissions providing security for sensitive public data), optimized, GDPR compliant, integration-ready, and monitored. In his view, if the Quayside project can get this right, Toronto will be world leader in creation of data trust for open data
- Geist's presentation was brief, noting that the question of realizing the value of data depends on what matters in the context of the jurisdiction, pointing to where other countries/cities are engaged in measuring different values, e.g., India/city development; Japan/private company growth; Brazil/low cost housing; UEA/environment. In sum, he concluded that how we extract value is the wrong question. We should be focused on WHAT do we value.

As with other Civic Labs, WT will provide a summary of the event.

Note Next DSAP meeting is Monday afternoon in Toronto

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:22 AM
To: Davis, Melanie (INFC)
Subject: FW: T.O. Star Opinion Piece by Stephen Diamond: "Quayside plan will face extensive public review"

From: Gillis, Kelly (INFC)
Sent: April 1, 2019 3:40 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Subject: Re: T.O. Star Opinion Piece by Stephen Diamond: "Quayside plan will face extensive public review"

[REDACTED]
Sent from my iPhone

On Apr 1, 2019, at 1:39 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

Glenn Campbell
[REDACTED]

613 941 0722 (w)

From: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Sent: Monday, April 1, 2019 9:59 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: T.O. Star Opinion Piece by Stephen Diamond: "Quayside plan will face extensive public review"

Hi - This morning's Toronto Star has an opinion piece by Stephen Diamond, writing in his capacity as WT Board Chair. In it he puts tri-gov't collaboration on waterfront revitalization and WT's mandate in historical context, referencing the Crombie Commission and 30 years of revitalization that have had innovation at its core. He then references the PLFP as a project of unprecedented scale that has not received its fair share of attention and the important role that it is playing in unlocking currently unusable lands. He then references his first Board meeting and the vigorous debate around the Quayside initiative. He reiterates that there is no agreement with SWL that extends beyond the opportunity to submit a proposed MIDP and to have that Plan evaluated on its merits. He emphasizes that the MIDP will be subject to extensive public review and consultation and that this will involve top experts in the field. He states that details on the evaluation process will be made available in the coming weeks, and that as Board Chair – and a Toronto resident himself – he is committed to providing full due diligence to the process and states that "*the public can be assured that if Sidewalk Labs' proposal is not in the public interest and does not deliver on the outcomes we expect, it will not be approved.*"

[Quayside plan will face extensive public review](#)

It has been 30 years since David Crombie, Toronto's former mayor, delivered his Royal Commission Report on the Future of Toronto's Waterfront. "Toronto was born on the waterfront," Crombie wrote, and "the people of Toronto ... understand the unique historic opportunity that the waterfront gives this metropolitan city." Waterfront revitalization...
Toronto Star , A11 - 2019-04-01

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:22 AM
To: Davis, Melanie (INFC)
Subject: FW: Summary points on ETHI
Attachments: ETHI Summary Report April 2 2019.doc; ATT00001.htm

From: Gillis, Kelly (INFC)
Sent: April 3, 2019 9:20 AM
To: Dixon, Lucas (INFC) <lucas.dixon@canada.ca>
Subject: Fwd: Summary points on ETHI

[REDACTED]
Sent from my iPhone

Begin forwarded message:

From: "Campbell, Glenn (INFC)" <glenncampbell@canada.ca>
Date: April 3, 2019 at 7:53:18 AM EDT
To: "Gillis, Kelly (INFC)" <kelly.gillis@canada.ca>
Cc: "Dixon, Lucas (INFC)" <lucas.dixon@canada.ca>
Subject: Summary points on ETHI

Additional high level points

Recap of SWL appearance at ETHI Committee

- Sidewalk Labs (SWL) Head Dan Doctoroff, along with Director of Communications Micah Lasher, and Director of Policy and Strategy John Brodhead appeared before ETHI today from 3:30 to 5:00 pm to answer questions from Committee members. A video recording of the appearance is available in the link below for post viewing opportunities. Below is a summary of the appearance.

Opening Statement by D. Doctoroff:

- Highlighted SWL's origins and mission, the fact that it **has no other right than to make a plan** for the development of Quayside at its own expense and have that Plan considered by Waterfront Toronto's (WT) Board and government authorities and rejected if it doesn't meet expectations.

- Referenced John Brodhead's contribution to the company and stressed that SWL's first interactions with Mr. Brodhead came only long after the RFP process had concluded.
- Emphasized that SWL is developing its Plan in real-time in the public eye, with **extensive public consultation and engagement having been a key feature** throughout Plan development process.
- Enumerated several examples of engagement mechanisms SWL has fostered, including the DSAP, roundtables and citizen reference panels; mentioned that **SWL's ideas around data use are being developed in full deference to privacy regulators, the DSAP, governments and the ETHI committee.**
- Highlighted some of the purported benefits the Plan intends to showcase, such as tall timber buildings that are on average 7X less carbon intensive; inclusive, affordable housing (40% below market); LRT expansion; bicycle infrastructure; and Pedestrian safety.
- Concluded by noting that none of the proposed innovations would stand as ends in and of themselves, that 10's of thousands of jobs may be expected to be generated from the Quayside initiative and that **Toronto stands to become a leader in the development and deployment of global standards in next generation urban technology.**

Questions from Committee members:

- **Adam Vaughan (L)** asked **Mr. Doctoroff if there is a Canadian policy vacuum on Data governance issues** – to which Doctoroff agreed, but also noted that this is also the case everywhere, not just in Canada. Doctoroff stated that they intend to suggest some ways to deal with data governance more comprehensively but on a foundation of complete adherence to existing Canadian law. In response to further questioning from Vaughan Doctoroff confirmed that SWL has no intention of proposing that it assume any control of Public Infrastructure, Data infrastructure, or the leveraging of tax revenue.
 - **On proposed approaches to the Eastern Waterfront LRT**, Doctoroff confirmed that SWL would be willing to play a role in financing the LRT as way to increase density at Quayside and the Port Lands, and that an eastern waterfront LRT project that has been an official City of Toronto priority for 10 years.
 - **On other questions** Doctoroff clarified when and by whom at WT first contacted SWL (MR. Glasiek in June of 2016- well over a year prior to the issuance of the RFP).
- **Peter Kent (C) probed on scale.** Doctoroff argued strongly that both the RFP, SWL's response to the RFP and the Plan Development Agreement all make numerous mention to the broader eastern waterfront as within scope contemplation of at-scale proposals by SWL.
- **Kent and Charlie Angus (NDP) focused on assertions made in the AG report concerning the length of the RFP** given the ambition of the project being contemplated by WT. Doctoroff responded that 6 weeks was only the first stage of the RFP process, which continued for another 5 ½ months. In response to assertions from the AG report that SWL had received advance information over other bidders, SWL clarified that this amounted to three 1-page topographical maps, two of which had been provided to Ellis Don, and an extract of a Goods

Transportation study. All these items were found to be publicly available and incidental to the RFP.

- On claims of AG finding preferential treatment, SWL went on to correct committee members making such assertions, noting the AG had never made such a statement. SWL made the point that it participated in a market sounding process with upwards of 52 other companies prior to the RFP, and that it was the 25th out of some 50 companies that WT had contacted. Micah Lasher also added that SWL scrupulously respected no contact with government officials during the RFP process.
- John Broadhead responded to Committee questions on his role, noting that he was first contacted by SWL while in his role of Chief of Staff to the Minister of Indigenous Services – in late January 2018. In later questioning from Mr. Angus he confirmed that while Chief of Staff to the Minister of Infrastructure and Communities he had multiple, regular contacts with WT staff. Mr. Angus questioned Mr. Brodhead about the fate of the Toronto Expo bid in relation to the Prime Minister's purported interest in Google, to which Brodhead responded there was no linkage between these issues.
- Mr. Erskine Smith (L) asked questions on how SWL would make money through the Quayside initiative. Doctoroff cited sources as: 1 – through limited real estate development on Quayside and at Villiers West; 2 – financing innovative infrastructure that could not otherwise be normally financed; and 3 – by developing at Quayside a limited number of innovation products that could be deployed elsewhere.
 - Sidewalk went on to explain its data governance proposals (i.e. the data Trust concept, responsible data use assessments, privacy by design, de-identification at source, open by default, personal versus non-personal data, etc.) and reiterated that if it cannot develop data governance proposals or an overall plan that satisfies people, then the plan will not move forward. SWL reiterated that data governance needs to be couched in a democratic process. In this regard it model its own behaviour but cannot dictate what third parties would do at Quayside.
- Questions on “moonshot” and lobbyists: In response to further questioning from Mr. Kent, Dan Doctoroff confirmed that Quayside is not an Alphabet “Moonshot” – described as ambitious projects where Alphabet invests considerable resources but walks away from when they fail. Later in the hearing Mr. Vaughan posed questions that helped SWL provide context around the number of registered lobbyists it has in Canada, and that a broad range of interactions with officials are captured as lobbying activities.
- Mr. Angus questioned on need for legislative/regulatory exemptions. Micah Lasher clarified that intention with Quayside is not seek “Forbearances” from legislation or regulations but that the Plan will point out where some of its proposals may warrant the changing of laws and regulations to enable initiatives that make possible the goals that WT and SWL wish to achieve. Lasher held out the example of Tall timber building height restrictions as an example.

- **Franm Bayliss (L) questioned on data governance and privacy.** SWL deferred on the notion of which level of government should be setting rules with respect to data governance and privacy protection, but seemed to agree with Bayliss's intimation that a uniform, consistent set of rules is preferable to site-specific or geographically circumscribed patchworks. In reference to a number of initiatives being undertaken at on data governance between the three level of governments (such as the initiative being led by councillor Joe Cressy) SWL stated that it would abide by and work within the Canadian policy legislative framework on data governance privacy as it evolves.

The ETHI meeting ended promptly at 5:00 pm.

Summary Report

Meeting of the Standing Committee on Access to Information, Privacy and Ethics (ETHI) Privacy of Digital Government Services April 2, 2019 from 3:30pm to 5:30pm

Members of the Committee in attendance (to confirm):

Liberal Party of Canada:

Adam Vaughan (Spadina – Fort York)
Nathaniel Erskine – Smith (Beaches – East York) – Vice- Chair
Frank Baylis (Pierrefonds – Dollard)

Conservative Party of Canada:

Hon. Peter Kent (Thornhill)

New Democratic Party:

Charlie Angus (Timmins – James Bay) – Vice-Chair

Witnesses:

Sidewalk Labs

- Dan Doctoroff, Chief Executive Officer
- Micah Lasher, Head of Policy and Communications
- John Brodhead, Director of Policy and Strategy

Summary of Proceedings

Main Themes:

- AG report – preferential treatment
- Collaboration at all levels of government
- Privacy issues

Opening Remarks - Highlights

Mr. Doctoroff: Sidewalk labs was founded in 2016 as a subsidiary of Alphabet/Google. On March 17 2017 Waterfront Toronto issued an RFP seeking a partner to help create and fund a globally significant urban project showcasing technology, building sustainable practices and innovative business models. This is an opportunity to make Toronto the home of a marquee project and we have been operating on an assumption that we needed to work very hard to win this bid. We were fortunate to have support of our parent company. Had we been a more traditional business we would have been unable to do this. We assembled a team with deep expertise in urban innovation. We had the ability to spend money at our own risk. We were unusually well position to compete in a fair and rigorous process. Please read our RFP – we call on others to be released so you can have the fullest possible picture of what led to our selection 7 months after issuance of RFP. We understand that this was Toronto's 2nd longest procurement in its history.



We won the right to make a plan, at our expense, for consideration. It comes with no guarantees.

Mr. Brodhead became part of this after we were awarded the opportunity. He was cleared via the conflict of interest commissioner.

Over the last year, we engaged in public consultations, unprecedented in scope. We have had more than 20,000 Torontonians engaged.

On privacy and data governance – Canada has strong foundation of privacy laws, recognizing privacy as fundamental human right. Consistent with this, we made early commitments to responsible data use. Not interested in selling personal data. During consultations we heard concerns about urban data, proliferating in urban cities in ways that are unregulated and not transparent. Looking to build on and not supplant existing privacy laws, and put in place a most robust framework for urban data that exists anywhere.

Interested in protecting public interest while promoting innovation.

Have consulted with privacy regulators extensively.

I am more convinced than ever that this project can meet ambitious goals that Waterfront articulated in the RFP. Sustainable, green, affordable housing, light rail expansion, bike and pedestrian considerations, reduction of traffic congestion, etc. Data is to be used to further these goals, not an end in and of itself.

Our plans will create tens of thousands of jobs, and put people first. Would like cities around the world to look to us as an example for tackling their own challenges. I feel passionate and proud to do this work.

Questions:

Mr. Vaughan: This committee is looking at privacy laws, and how to protect people and society from big data. Is there a policy vacuum in this area.

Answer: Yes, there are ways to deal with urban data that is more comprehensive.

Mr. Vaughan: Will you abide by Toronto laws if they come up with new privacy rules?

Answer: Yes.

Mr. Vaughan: (Questions relating to controlling tax base, infrastructure development.)

Answer: One proposal out in public that we have been seriously considering, one of most challenging issues if you want more density on Waterfront that we believe is critical to increase



amount of housing and alleviate housing crisis that is developing you have to find a way to get more people there with mass transit.

Mr. Vaughan: And that is consistent with local plans to service the area, and next several, promised by city of Toronto?

Answer: Correct. What has been interesting to us while all acknowledge that is a priority and has been for last 10 years, there is no realistic plan for the expansion of the LRT into Quayside, in part because no one lives there

Mr. Vaughn: A City Councillor asked that Toronto come up with rules on data. Are you confident your proposal can live within that framework?

Answer: Yes, we support his process

Mr. Kent: I am sure you will forgive those in GTA who have expressed skepticism and concern. When did you realize that the 12 acre project was not enough for your objectives.

A: The original RPF Toronto issued mentioned Quayside many times, right there from beginning, our response to RFP in June 2017 mentioned broader Waterfront 200 times. The project development agreement signed with WT talked about broader waterfront and scale in order to achieve Toronto's ambitions.

Mr. Kent: so your business plan was always for a bigger project

Answer: It was clear in the RFP. It did talk about private sector funding for the initiative, the plans now are aligned with what was requested in RFP

Mr. Kent: one competing bidder was told timeline was 6 weeks and no extension was possible. It was made clear verbally those were deadlines so asking for extension was out of question. Why were they left with that impression?

A: I can't speak to that, can't speculate, I do think WT reached out in advance of issuance of RFP to 52 separate parties. RFP no mystery it would be issued. I can only speak to what we did – we marshalled all our resources and worked around clock for 6 weeks. Was first round of RFP process, went through several more, overseen by fairness advisor. Put same kind of effort in every stage of process.

Mr. Kent: The Ontario AG had questions about preferential treatment given to Sidewalk Toronto. The RFP should be open again

A: Let me clarify. The OAG never suggested preferential treatment. They noted that Sidewalk received more information but that it drew no conclusions if we had an advantage, no instance of info being given that others did not have. We were the 25th company WT met with as part of its market sounding process. Several companies that WT met with before and after SL responded to RFP.

Mr. Kent: you might see the OAG findings as preferential

A: AG did not find that, and clear that AG compared our RFP response and found ours significantly more complete

Mr. Kent: you mentioned Sidewalk Labs agreement to abide by today and future privacy laws. Given your sibling's European union findings re privacy would you still be interested in project if we went like EU broader regulations.

A: Yes we would be. Expect the privacy regime for urban data at Quayside would be more rigorous.

Mr. Angus: Mr Brodhead you were with INFC. What was your nature of communications with Alphabet, Sidewalk.

A: I worked and went to be Chief of Staff at Indigenous Services. Was not in contact with Sidewalk as Chief of Staff with INFC. My first contact after RFP when I was with ISC.

Mr. Angus: Did they contact you

A: One of their new staff reached out to me and wanted to learn about Toronto politics.

Mr. Angus: Was that the bridge into your current position?

A: I had multiple conversations until late Jan 2018 at which point I expected an offer from Sidewalk. I was in touch with ethics commissioner, then once offer was received, submitted info and was green lit for the position.

Mr. Angus: The Prime Minister is close to this project. The AG noted one of problems was process. The communications and consultations that should have been done were at high political level. Who was going on behind the scenes.

A: No one I know.

A: We adhered to all the rules. Mr. Brodhead was contacted one month after public announcement of our selection.

Mr. Angus: The AG found Waterfront Toronto emails that federal government was applying pressure.

Mr. Brodhead: I have no idea who they mean

Mr. Angus: question about Ms. Delorenzo on real estate board and her concerns about review of framework agreement. Who was applying pressure?

A: This is inaccurate.



Mr. Angus: AG said that more info was given to your bid than competing bids. Who was giving info?

Answer: WT provided information as part of process. This included maps and extract of report on goods transportation. Maps were also requested and received by Ellis Don, and info was also available to others, and incidental to RFP response. No advantage to us.

Mr. Angus: This is hard to believe. If an AG said you got more info, who are we to believe.

A: Justice Osborne was satisfied that no organization was given any info that was not readily accessible.

Mr. Angus: This RFP had a very short timeline. How can it be the second longest in Toronto's history.

A: That was only the first stage of RFP, it continued over another 5.5 months.

Mr. Erskine-Smith: I understand the Google business model. Services are free, but not entirely as they can advertise to me and can monetize. I don't understand the business model. How do you make money.

A: We have proposed as an option we would be prepared to finance infrastructure that would not otherwise be financed. We will develop a small group of products that have potential to be taken beyond Toronto market globally.

Mr. Erskine-Smith: Products that capture data in a public way?

A: No, more like – the way we manage our streets. For example, how do we get more people to navigate better without building more streets. Managing curbs and streets an important aspect of cities of future. Take data about traffic, de-identify data about people. LED lighting embedded in streets to reduce amount of streets necessary to save money and greater throughput.

Mr. Erskine-Smith: This is far from traditional Alphabet business model.

A: Please dismiss the notion that our model has anything to do with Google. We have no interest in monetizing personal information. My background is not with Google, I made my mark as public servant. Deputy Mayor of NY after 911. We are interested in finding ways to improve urban life in 21st C. I know with our affiliation people have a hard time believing it. Every person at SL is committed to that mission. We believe we have opportunity to do something remarkable. Can't do it alone. Just trying to put forward proposal that can be voted on and excited about

Mr. Erskine-Smith: There were resignations, public consternation re on privacy issue, and you brought in privacy issues, some left.

A: The ultimate comfort that we can provide is that we cannot do anything unless WT and governments and privacy regulators sign off. All we did was agree to spend our own money to



develop a plan people will be excited about. At the end of the day, if we can't satisfy people this can't move forward.

Mr. Erskine-Smith: if a smaller company wants to monetize data, is it a public facing body who decides?

A: to fill void, we suggest an independent body, government or more independent, called civic data trust ought to be responsible for data. Our hypothesis is once someone wants to use it, they must submit a detailed application. We would be in same position as others. Also, data trust would include what data includes, how it can be used, whether open data, what kind of investment they have to make. We want to find right balance between adequate privacy protection and not chill innovation. Not our decisions to make. Data trust would have oversight once approved that rules are being complied with.

Mr. Kent: Is this one of your parent company's moon shots? An ambitious project that, if it doesn't pay off, is shelved?

A: no, this is not the case. We spend time with our parent, they are up to speed with what is happening here. They are excited about what we are doing. None of us think of it as a moon shot. I am 60, could be doing other things. I believe I am spending last major phase of my career on something extraordinarily important, make huge difference.

Mr. Kent: You are still in hunt for funding partners, reports say that you have locked down financial commitments.

A: The answer is that one thing we have found in our extensive consultations is there is a real interest as never before that we should develop that we love to have partners, Canadian partners. We are open. But not true that we have locked down financing for anything.

Mr. Kent: Did you have contact with Minister Sohi before RFP process.

Q: No. no one at SL, we were incredibly diligent to follow rules of RFP.

Mr. Kent: Records show you registered 40 people to lobby in Toronto. That would seem quite high.

A: We abide strictly by lobbying rules. We have three levels of government to deal with. Mobility planning, land use, infra planning, building codes, innovating in a lot of ways, and what we need to do is engage with civil servants at all three levels of gvt and with WT.

Mr. Vaughan: On the issue of pressure from levels of gov to finalize. Your proposal will be part of financing flood protection correct

A: not directly, still finalizing, but what will be possible is generate a substantial amount of incremental tax revenue at all three levels of gov.

Mr. Baylis: What are your views to make it a waterfront property, parks.

A: A core principle which all planning we have engaged with has really been about returning Waterfront to the people, creating dynamic community centred around water. Parkland. One very early principle was that no matter what, only be successful if this place was fully integrated in the surrounding metropolitan area and that it had to be porous (anyone could feel they could come there, live there). We do believe that compared with elsewhere in downtown, may be most inclusive community downtown.

Mr. Kent: when I leaned as resident and politician about the original project, I was excited. But in the months since, the controversy, the resignations, the lack of information, that info comes out in leaks to G&M and Tor Star, has led me to agree that when Jim Balsillie – project should have been discussed publicly.

A: Any project that seeks to break new ground and is committed to reaching out and getting feedback before everything is clear will be natural recipient of concern and criticism. We welcome the criticism and concern, we think it makes us smarter more sensitive, make plans better. Disagree with dystopian place comment. When entire plan comes together, most people friendly dynamic communities anywhere. People will be truly excited about fact that it will be coming to their city. So as I said, we were given a challenge to break new ground that every major city faces. We have been doing this publicly and that is mess. Hope what we come back with will reignite excitement you had. We don't have a right to do anything, just to make plan that you and other governments with opinion of public will have ability to say it meets needs.

Mr. Kent: Have you reached out to Mr. Balsillie

A: He has not expressed any interest in meeting us.

Mr. Kent: you said you will guarantee you will identify but not that third parties would not. Why.

A: We have suggested that data trust be responsible for management of urban data not us. We did not want to bind that entity to a set of rules and principles which could be a public entity, or other. Not appropriate for us to be doing it. Our vision is thriving ecosystem lots of companies doing lots of things. We will try to do as little as possible to catalyze that. We would not have power to say to a startup, no authority, and there should be a gov regime over us and anyone else operating out of that space. Of course we hope impositions upon ourselves would become rules of road. But right thing to do is independent governance.

Mr. Erskine-Smith: You tell me that there will be sensors and cameras, I worry. Google is involved I worry. I You are right, up to public facing body to decide on data protection. Is there a sense of what current privacy laws apply?

A: PIPEDA applies and we are seeking no exemptions. The challenge is that PIPEDA and most privacy laws don't deal with non personal information like urban data. Existing laws don't strongly cover.



Mr. Erskine-Smith: I rely on Google maps. That is built on open data from cities re: traffic patterns, how is this different, or is it diff scale, that civic data trust is right way and not city.

A: We suggest the need for the right mix of expertise to manage it effectively, need to have strict privacy regime but also ensure innovation is not chilled.

Mr Angus: Mr. Brodhead, what was your contact with Waterfront at INFC.

A: Regular contact

Mr. Angus: How about the Toronto expo bid

A: Not to my recollection. I spoke with people and there was possibility of Toronto expo. I did meet with Expo group, but nothing no link and Quayside.

Mr. Angus: I am quoting your boss. He said this project might require substantial forebearances from existing laws and regulations. When a company wins a bid and they want to be exempted from laws, that is concerning.

A: Mr. Schmidt was joking, at this point, he paused for laughs in audience. Not exempted from Canadian laws, but for regulations and laws to be changed in order to enable initiatives that will make possible of goals WT established. Example, right now, under the regulations building code of city of Toronto, we cannot have wood building over 6 stories high. It is possible to have 18-20 stories high. Can we go higher. Why do you want a wood building? They are more sustainable. They have higher fire safety ratings than steel and concrete. Reduce scale by 20%, achieve affordability.

Mr. Baylis: Waterfront puts out a bid, you win first stage of that. Question comes up about who owns non personal data, who owns it, Who should regulate?

A: we don't have a point of view. There are strong arguments for a variety of alternatives including independent body. We believe that it has to be subject to a democratic process. It is up to you to decide where that ought to be. We will live with it.

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:21 AM
To: Davis, Melanie (INFC)
Subject: FW: #BlockSidewalk Campaign Toronto
Attachments: Press Release_Apr 2_2019.pdf; ATT00001.htm

From: Gillis, Kelly (INFC)
Sent: April 3, 2019 5:58 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: Fwd: #BlockSidewalk Campaign Toronto

FYI

Sent from my iPhone

Begin forwarded message:

From: [REDACTED]
Date: April 3, 2019 at 5:55:55 PM EDT
To: john.knubley@canada.ca, gianlucacairo@canada.ca, charles.vincent@canada.ca, james.burns@canada.ca, kelly.gillis@canada.ca, joseph.pickerill@canada.ca, sriram.raman@canada.ca, Matthew.Mendelsohn@pco-bcp.gc.ca, paul.rochon@canada.ca, Peter.Wallace@tbs-sct.gc.ca
Subject: #BlockSidewalk Campaign Toronto

Dear All -

I am glad to let you know that #BlockSidewalk - the citizen group intent to stop the Google subsidiary's Toronto plans - formally launched at Toronto City Hall yesterday.

For more information about our launch, please see our press release (attached) as well as the articles below. Our support is growing, not only in Toronto, but internationally.

Toronto Star: [Toronto group wants Google sister company removed from Quayside project](#)

The Globe And Mail: [Sidewalk Labs CEO tells MPs ‘we have no interest in monetizing personal information’ in proposed Toronto smart city](#)

The Guardian: [Street battle: the activists fighting to save their neighbourhood from the tech giants](#)

Regards,



#BlockSidewalk

FOR IMMEDIATE RELEASE
Tuesday, April 2, 2019

#BlockSidewalk launches at Toronto City Hall, announces future plans

TORONTO – Today, #BlockSidewalk, the campaign launched to shut down the Google-affiliated Sidewalk Labs project on Toronto's waterfront, held its first press conference at City Hall.

"Our waterfront must be developed for the benefit of the citizens of Toronto, not the shareholders of a Google-affiliate," said Julie Beddoes, waterfront resident and #BlockSidewalk supporter. Roger Keil, an urban governance scholar and the former Director of The City Institute at York University (CITY) agrees: "Let's build cities from our civic needs up, not from the internet on down. Corporations tend to build dystopias, not communities."

Organizers explained that the immediate goal of the campaign is to inform the public about what the project is, and why it should be reset. They also outlined the work the group is doing to imagine alternative futures, and how Waterfront Toronto can move on from this problematic smart city initiative that is ultimately undermining its own rich history of innovation and success.

"Many people in the City of Toronto don't know what Sidewalk Toronto is. After 17 months of paying close attention to the deal, #BlockSidewalk knows this project should have ended a long time ago. And while we don't have the \$11 million USD communications budget that they have, we have resident and organizing capacity, and a lot of global support, to bring the public up to speed on what has happened so far and what's at stake," said Bianca Wylie, #BlockSidewalk organizer and chair.

Toronto's resistance to this deal is internationally recognized as the knife's edge of urban questions in the age of big tech.

"Toronto's #BlockSidewalk campaign marks the frontline of a historic contest between surveillance capitalism and democracy. The city has been and must remain the public space in which citizens learn and practice democracy as neighbours with shared and varied interests," said Shoshana Zuboff, scholar, activist and Professor Emerita at Harvard Business School.

The campaign will hold its first public event on April 17th, 6:30-8:30pm, at the Ralph Thornton Community Centre, located at 765 Queen Street East. Everyone is welcome.

For more information, contact:

Thorben Wieditz cell: 647-409-8997 thorben@metstrat.ca

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:24 AM
To: Davis, Melanie (INFC)
Subject: FW: Debrief on Telcon with S. Diamond May 17 2019
Attachments: Debrief on Telcon with S. Diamond May 17 2019.docx; ATT00001.htm

From: Gillis, Kelly (INFC)
Sent: May 18, 2019 8:32 AM
To: Pickerill, Joseph (INFC) <joseph.pickerill@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Fwd: Debrief on Telcon with S. Diamond May 17 2019

As mentioned a brief update on status with SWL.

Sent from my iPhone

Begin forwarded message:

From: "Campbell, Glenn (INFC)" <glenncampbell@canada.ca>
Date: May 17, 2019 at 7:09:58 PM EDT
To: "Gillis, Kelly (INFC)" <kelly.gillis@canada.ca>
Cc: "Eyre, Jennifer (INFC)" <jennifer.eyre@canada.ca>, "Tippins, Shawn (INFC)" <shawn.tippins@canada.ca>, "Faraday-Smith, Nancy (INFC)" <nancy.faraday-smith@canada.ca>
Subject: Debrief on Telcon with S. Diamond May 17 2019

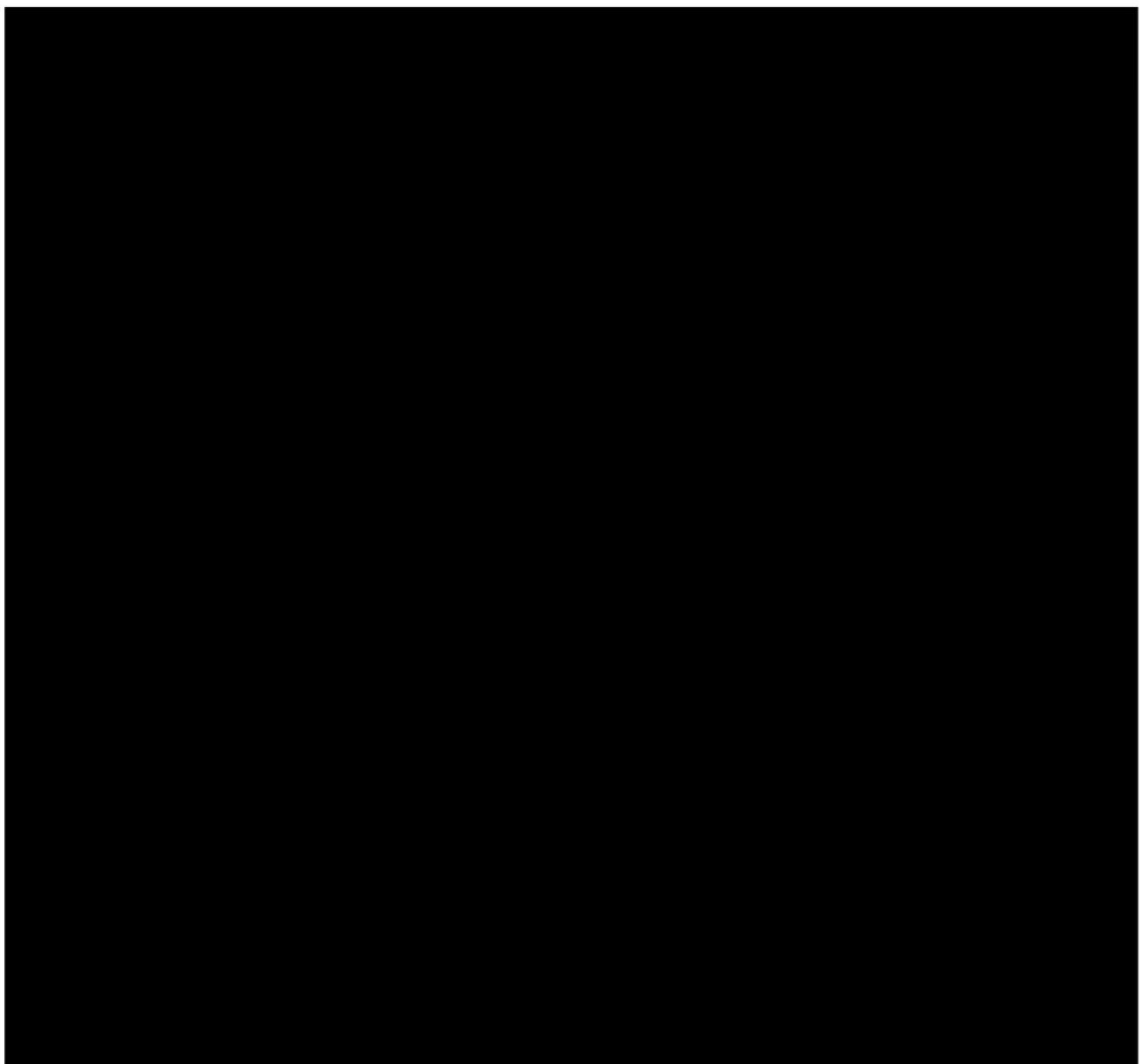
Kelly, as requested, please find attached a two pager read out of call today re Waterfront.

Glenn

Debrief of call with Waterfront Toronto Board Chair Steve Diamond and Federal Board Member Janet Rieksts-Alderman

May 17, 2019 1:30 – 2:00pm

- Waterfront Toronto Chair Steve Diamond reached to all three levels of government to provide an update on latest developments with Sidewalk Labs as they work towards a proposed Master Innovation and Development Plan (MIDP) for the Quayside project.
- Sidewalk is working to deliver a complete three-volume draft MIDP, including business plan, to Waterfront, with the intention of releasing an agreed-upon draft to the public in mid-June.



**Page 25
is withheld
pursuant to paragraphs
21(1)(a) & 21(1)(b)
of the *Access to Information Act***

**La page 25
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) & 21(1)(b)
de la *loi sur l'accès à l'information***

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:25 AM
To: Davis, Melanie (INFC)
Subject: FW: Weekend media

From: Gillis, Kelly (INFC)
Sent: May 21, 2019 10:30 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Re: Weekend media

Thanks [REDACTED]

Sent from my iPhone

On May 21, 2019, at 7:04 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

Glenn Campbell

[REDACTED]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, May 21, 2019 6:01 PM
To: Campbell, Glenn (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC); Khan, Irmeen (INFC)
Subject: Weekend media

Glenn,

Although I realize you've already read the G&M article from this weekend and sent same to the Deputy, Shawn helpfully prepared a summary which may serve as a quick point of reference:

The attached piece by reporter Josh O'Kane ran in the Globe and Mail over the weekend. It's a long-form article that takes the reader from the origins of the RFP up to where things currently stand in the Quayside project involving WT and SWL. The article reviews previously reported issues that have emerged with the project over the last 19 months – including:

- the origins and approval of the RFP
- project governance
- potential data collection and privacy implications
- the scale of Sidewalk's proposals
- the nature of Sidewalk's business model (data monetization & tech deployment vs. real estate development & infrastructure finance) and preliminary discussions SWL has had with the CIB
- the ambiguity over IP rights at play in the project and how the value of data will factor-in to them

- the potential to divert tax revenue to compensate Sidewalk on real-estate and infrastructure development
- whether the project is compatible with democratic processes

The article connects the importance of data valuation with IP – and reiterates concerns expressed by DSAP panellist Kurtis McBride that the public sector may not realize or appreciate the full commercial value of any data it may be handing over to Sidewalk as part of the project in return for investments in tangible public infrastructure. McBride also raises the need to have any IP-related compensation to the public sector strongly reflect a proper appreciation of the value of data.

The article makes references to the difficulty business analysts have in seeing clearly into Sidewalk's relationship to Alphabet and SWL's overall business model and operations, but cites Dan Doctoroff as saying that Alphabet's "patient capital" as the investment that will drive Sidewalk's investments in Toronto, as well his previous assertions that SWL is primarily about real-estate development and infrastructure finance, with tech deployment being a distant third place leg of business model, and data monetization not being part of the model at all.

O'Kane includes a list of the various figures connected with the project that have departed over time (through either resignation or removal) – as well as the various of entities that have criticised the project in one way or another, and cites renowned experts that have either criticised Sidewalk's inability to be forthright on the role data will play in the project (i.e. Anthony Townsend), or who have lent their names to advocacy efforts calling for the project's cancellation until governments have put meaningful policies in place around smart cities (i.e. Shoshonna Zuboff).

The end of the article cites Stanford University Professor Robert Siegal as saying that SWL's plans have shifted over time from one of promoting the insertion of a 'Digital layer' to that have "helping the Quayside area get developed and how all can benefit" as a sign of good faith.

[On the waterfront: Debate rages over whether Sidewalk Labs' Toronto plans are about tech or real estate and whether privacy and the role of democracy are imperilled](#)

We will continue to track media and share summaries of articles of note.
Nancy

From: Campbell, Glenn (INFC)
Sent: May 20, 2019 8:46 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: RE: Weekly call with WT - Tues, May 21, 2:30 - 3:30pm

Seems to be in middle of our staff meeting? Perhaps we can delay start of call

Need to follow up on weekend media as well

<G&M May 19 Debate rages over whether Sidewalk Labs'.pdf>

Published | Publié: 2019-05-18
Received | Reçu: 2019-05-18 05:06 (EST)

On the waterfront: Debate rages over whether Sidewalk Labs' Toronto plans are about tech or real estate and whether privacy and the role of democracy are imperilled

Josh O'kane

Looking into a crowd of local politicians, urban planners, students and media in Toronto on a warm October day, Prime Minister Justin Trudeau praised the "visionary approach" of former New York deputy mayor Dan Doctoroff, the chief executive of a littleknown company with a very well-known owner.

It was 2017 and Sidewalk Labs, a subsidiary of Google parent Alphabet Inc., had just been announced as the winning bidder to help a government agency called **Waterfront Toronto** develop a small chunk of land dubbed "**Quayside**" on the city's long-neglected eastern waterfront.

Standing in front of a row of Toronto, Ontario and Canadian flags - representing the three levels of government that manage **Waterfront Toronto** - the Prime Minister turned to address Eric Schmidt, the former chairman of Google and then-executive chairman of Alphabet. His smile widened. "Eric and I have been talking about collaborating on this for a few years now," he said.

For some critics, Mr. Trudeau's comment, which deviated from prepared speaking notes obtained by The Globe, left the immediate impression that the fix was in for Alphabet all along.

Less than an hour later, then-**Waterfront Toronto** CEO Will Fleissig tried to put the genie back in the bottle by clarifying that Sidewalk had been selected after careful consideration of several bids.

Waterfront Toronto has stuck to that message ever since. But Mr. Trudeau's words have etched themselves in the psyche of the project's growing band of critics as evidence that the effort was rife with problems from the beginning.

Mr. Trudeau unveiled a plan that day for Sidewalk Labs and **Waterfront Toronto** to turn a 12-acre site at the foot of Parliament Street into a digitally-connected neighbourhood of the future. "A world leader in urban innovation," Sidewalk Labs would help turn **Quayside** into "a test bed for new technologies," Mr. Trudeau explained, helping to "build smarter, greener, more inclusive cities, which we hope to see scaled across Toronto's eastern waterfront and eventually in other parts of Canada and around the world."

In physical terms, Sidewalk proposed what it calls a "radical" mix of offices, retail, residences and "maker spaces" with plenty of **affordable housing**. It offered to move Google's Canadian headquarters to the waterfront. It committed US\$50-million to build a plan and conduct public consultations on **Quayside**. Some design details, such as using wood construction for tall buildings, were also on trend.

But what made Sidewalk's proposal unique were the inventions that conjured images of the Jetsons. In a nearly 200page document, Sidewalk described intersections that could be laced with sensors to recognize pedestrians with disabilities and extend crossing times. Buildings could be powered by artificial-intelligence software to heat and cool only when necessary, reducing energy costs across the community. Freight and waste could be transported underground, freeing up city streets.

By arranging buildings carefully to produce comfortable "microclimates" - with sheltering canopies and heated pavement - Sidewalk said it could double the daylight hours in which it is comfortable to be outside in Toronto's climate. Self-driving buses could replace private cars.

Behind all of these "**smart city**" inventions would be throngs of sensors installed on everything from traffic lights to garbage bins. Sensors pick up data, data can form patterns, and patterns can reveal unexpected aspects of city living that could be made easier with even more technology. Cities are ripe for this kind of innovation, and if everything went according to plan, Toronto could be branded as a world leader in city building.

But the project would also generate vast amounts of valuable data. The big question: Who would benefit most from the redevelopment - the city and its residents and businesses, or the disruptors behind it?

Much depended on the exact terms of the deal with Sidewalk. In unwittingly creating questions about the fairness of the process that gave Alphabet the project, Mr. Trudeau's words became the first misstep in a project that has drawn global attention and scrutiny.

In the 19 months since the announcement, missteps and gaffes have multiplied, plans have been scaled back and there are calls for the project to be cancelled and the procurement process restarted. A growing number of people close to the original decision have come forward with concerns, and more than a half-dozen senior leaders and advisers have resigned from Waterfront and Sidewalk, or been fired in direct connection with the project.

Concerns about privacy and what Sidewalk would do with the data - which any tech critic would have about any smartcity proposed by any company - have only grown over time. A final plan still hasn't been made available to the public or Waterfront's board, which is scheduled to vote later this year on whether the project will actually go forward. If they approve it, all three levels of government will still get a final say. Shifting plans about the scope of the project, meanwhile, have also raised questions about the company's endgame.

Within Alphabet, Sidewalk is tiny - a risky but promising investment for one of the world's richest companies. But Google and its owner have built an extremely profitable business based on gathering information about people and using it to sell advertising targeted at them. With access to huge pools of data from **Quayside**, followers of the company believe, it will surely find new ways to create valuable new products. But is what's good for Alphabet good for the citizens of Toronto and the Canadian tech sector? Many governments over many decades have tried to transform Toronto's waterfront into a go-to destination.

The **Toronto Waterfront Revitalization** Corp. was created by Ottawa, Ontario and Toronto in 2001 to, in part, try to resolve jurisdictional disputes between them.

Tasked with reimagining 2,000 acres of Toronto's downtown lakeshore, the agency now known as **Waterfront Toronto** has led the rebuilding of Queens Quay and spurred developments such as the Canary District **near** the mouth of the Don River.

At the foot of Parliament Street sits an underused area that **Waterfront Toronto** largely owns. According to an appraisal of the **Quayside** lands by MacKenzie Ray Heron & Edwardh provided to The Globe by former Waterfront board member Julie Di Lorenzo, the parcel's market value could be as much as \$570-million.

When a San Francisco-area real estate specialist named Will Fleissig was named CEO in 2016, management wanted to try something new with the land. They floated the idea of a pilot project to attract private investment to generate new approaches to urban planning, likely with new technologies baked in.

The right partner might also be offered a chance to expand across the eastern waterfront if **Quayside** was a success. "Presumably, if we were successful, we could share those lessons with our governments, with other cities across Canada and potentially the world," Mr. Fleissig said in an interview.

Before the procurement process for **Quayside** opened, Waterfront explored the marketplace for potential bidders - including Sidewalk, thanks to a Waterfront employee who used to work in New York and knew its leadership. Early on, however, Mr. Fleissig raised concerns that have continued to dog the project. "Google has purportedly told other candidate communities that they want to control ALL data in this demonstration project area. Could present privacy issues and control issues," he wrote in an internal e-mail in July, 2016, according to a later report by Ontario's Auditor-General, Bonnie Lysyk.

The late 2018-report looked at how **Waterfront Toronto** sought bidders, and suggested that a handful of them - singling out Sidewalk - were given an advantage when they received some information before the request-for-proposals process opened in March, 2017.

Six contenders eventually submitted bids, and three were named finalists. Staff and outside experts selected Sidewalk as the winner by mid-September, 2017, pending approval by Waterfront's board.

It is made up of directors appointed by the **federal**, provincial and municipal governments, and it has a real estate-focused subcommittee.

A board meeting scheduled for Oct. 20 was pushed up to Oct. 16 so that, if directors approved a Sidewalk partnership, it could be announced the following day with Mr. Trudeau as well as Alphabet and Sidewalk executives in attendance. The event would fit all of their schedules.

Four sources familiar with the process, to whom The Globe granted anonymity because they were not authorized to speak publicly, describe the week prior to the vote as extremely rushed, giving board members insufficient time to review details for such an important project. The Auditor-General's report offers further context, quoting an internal email that said the board was

being "urged - strongly" by the **federal** and provincial governments to approve the agreement.

The board voted to proceed with the agreement on Monday, Oct. 16. Three members were not available to vote and Ms. Di Lorenzo, who has since become an outspoken critic of the project, was the sole dissenting director. She has since called the rushed vote "unconscionable."

Another person close to the decision said that the directors were not equipped to deal with the depth of technical issues so quickly. Regarding these concerns, Waterfront's chief development officer, Meg Davis, said "no one was compelled to vote in favour, and yet there was only the one dissenting vote."

By 11 a.m., just 25 minutes after that meeting adjourned, the Prime **Minister's** communications staff had already sent Mr. Trudeau's remarks for the next day's announcement for policy-staff approval.

The Prime **Minister's** Office says **Quayside's** procurement was operated independently of Ottawa. However, an undated memo from the Privy Council Office obtained through an Access to Information request shows it had a strong interest in Sidewalk winning. A staffer wrote that such a result "complements **federal** efforts to grow Alphabet/Google partnerships and operational footprint in Canada."

With the partnership agreement kept under wraps, the first nine months of the **Quayside** partnership left the public with a number of questions about the data that future residents of **Quayside** would generate. Privacy is an obvious concern, though both Sidewalk and Waterfront have promised to go beyond the letter of the law.

But data these days is also money. If Sidewalk wanted to load this new community with sensors, how might all that data get used?

Some **smart-city** technologies are developed by cities themselves, such as Barcelona's apparkB. It uses ground sensors to collect data to identify empty parking spots and directs drivers to them. The goal is to reduce emissions and it has added to civic revenue with an extra 4,000 parking permits a day.

In Toronto, a small Kitchener-based company, Miovision, has supplied technology that collects data about people, bikes and traffic going through intersections. It has been used to measure traffic along King Street during a pilot project that persuaded city council to make the road a dedicated transit corridor for streetcars - while at the same time helping make Miovision's own technology more efficient.

But Alphabet is not your average company. Its stock market capitalization is approaching US\$1-trillion after two decades of digital innovations built on our use of the internet and places we take our cellphones.

Along with Facebook, its main competitor in the digital advertising business, Alphabet has faced scrutiny over its role in allowing misinformation on its platforms (which include YouTube), along with a growing number of privacy breaches that point to lax protection of personal information.

Both companies have vowed to step up efforts to protect data privacy in recent weeks, but for some critics, it's too late. A number of Sidewalk observers worry that the young, Google-affiliated company could bring similar privacy risks to other cities.

"Any time that there have been tough questions about what the role of data is going to be in this place, and how is that going to create value, Sidewalk has turned and run, rather than do the dirty work of engaging with their critics," says Anthony Townsend, author of the book **Smart Cities: Big Data, Civic Hackers, and the Quest for a New Utopia** - and who in 2016 did contract work for Sidewalk.

Quayside has also added fuel to a quieter debate over intellectual-property sovereignty. In the early days of the project, Canadian tech leaders began to raise questions about whether it would benefit local companies trying to expand the country's digital economy.

Apart from traditional real estate, much of the neighbourhood's value would be derived from products commercialized as intellectual property, or IP, built off the information all of those sensors would collect on residents.

Pedestrian patterns could yield new predictive stoplight technology for use around the world. Data from heat sensors could inspire someone to rethink window design. Even garbage analysis could reveal consumption patterns to better design supply chains. Companies or agencies that commercialize and license their inventions to other organizations can reap profits for decades.

So who would get the benefit from **Quayside** - Alphabet or Canada?

No one could get a clear answer at first, since the initial agreement was kept from the public. But within months, several Canadian tech leaders, including BlackBerry co-founder Jim Balsillie, began to speak out about what they saw as a raw deal for the country.

"If we were going to pump billions of dollars worth of oil to a private company, we would probably have a public debate over whether it's fair to give that away for free or try to monetize it to the public benefit," said Kurtis McBride, Miovision's CEO, in February, 2018.

Mr. Doctoroff, Sidewalk's CEO, said that month that the company had a few ideas.

He promised to form partnerships with local innovators and suggested Sidewalk might house data in an independent trust. Such a trust could let third parties submit applications to collect or make use of the neighbourhood's data, which would be anonymized to remove information that could be used to identify individuals. Sidewalk formally proposed such a solution months later.

Still, questions linger. Mr. McBride recently warned that citizens needed to think about how to value the data and charge for it as a raw material - especially when Silicon Valley companies such as Alphabet want access to it. Adding smartcity data to their already massive pools of information would make them richer, faster. For smaller companies, Mr. McBride compares it to playing a game of poker with someone who already knows what cards will be dealt.

"If you're the city, you don't perceive the value of your data because you don't see it in the context of all the other data that they have," Mr. McBride said in a recent interview. "You might be inclined to give it away for free, or give it away in exchange for someone paying for your transit. But in the meantime the thing you gave away is worth 100 times to them what it would be worth to you."

Over the past two decades, Google has turned its core mission - to make the world's information more accessible - into one of the world's most valuable businesses. Through search, e-mail and more, Google set the precedent for monetizing how people move about the internet, improving not only the services themselves but the efficiency of its targeted advertising.

It also has a history of helping people move about the real world, too, most prominently with its mapping software - which it lately has been monetizing with more and more local ads. The company has been working with city data since at least 2005, when it helped Portland develop systems for organizing transit data that now serve as a global standard.

Close to 85 per cent of Alphabet's revenue comes from Google's ad business. Last month, the company's latest quarterly earnings report said Google posted its slowest revenue growth in three years.

With competition for digital advertising growing, the company has long been looking for its next big revenue stream, be it by delivering internet via balloon or curing age-related diseases.

In 2015, the same year Google restructured into the holding company Alphabet, it announced a more direct, deliberate push into cities: Sidewalk Labs. In a since-deleted blog post, Google co-founder and now-Alphabet CEO Larry Page wrote that while many municipalities were adopting individual technologies, "a lot of urban challenges are interrelated," requiring thinking of cities as complex interconnected systems that need big-picture innovations.

Since arriving in Toronto in 2017, Sidewalk staff have made efforts to distance themselves from Google. Sidewalk's head of product, Prem Ramaswami, once joked at a **Waterfront Toronto** meeting that he had to resign from Google to take his new job dreaming up urban technologies.

John Brodhead, a policy and strategy director, likes to point to a sign at his desk that asks, "Do I look like Google?" The connection between Sidewalk and its parent is more nuanced than that.

Sidewalk's CEO, Mr. Doctoroff, regularly cites Alphabet's "patient capital" as the investment that will drive its ambitions in Toronto.

Google remains Alphabet's chief source of cash, bringing in 99.6 per cent of Alphabet's US\$137-billion in revenue last year. Some Sidewalk companies registered in Canada even list a Google leader as a director.

Much of this would lead a layperson to believe that Sidewalk would follow in Google's footsteps as a company that makes money off of technology. After all, much of the company's publicly available response to Waterfront's request-for-proposals was about its "vision" - one that made nearly as many references to "technology" as it did "development" - and included ideas as specific as robotic garbage sorting and as sweeping as "enabling the **infrastructure** to be software-upgradable."

At public speeches and consultations over the following months, Mr. Doctoroff and his team of New York and Torontobased executives have focused more on tech concepts such as relieving parking congestion, and design opportunities such as tall wood-framed buildings, than on specific details about how it would make money for Alphabet.

But after months of public debate over privacy and control of the data the company has gradually but significantly played down the role it, and its own technology, would play in **Quayside**.

The RFP response opens by describing **Quayside** as a kind of platform with a sensor-driven "digital layer" to collect data on the neighbourhood in order to learn from it. But a Sidewalk spokesperson said recently that it had "substantially moved away" from that approach.

In interviews with The Globe and in numerous public appearances, Mr. Doctoroff has described new technologies as a distant-third revenue source after real estate development and **infrastructure** financing.

"The business model here is not founded on the use or selling of data ... it's a real estate development at its core," Mr. Doctoroff told The Globe the week the project was announced, in October, 2017.

"There may be places where we develop technologies first for this place that can be commercialized elsewhere. We think there are interesting opportunities."

Mr. Doctoroff was forced to get more specific when an internal Sidewalk report to Alphabet obtained by the Toronto Star and The Globe revealed the company had already been outlining a detailed vision that spanned well beyond the **Quayside** site - including helping to fund transit and other **infrastructure** in the area. It has even been in preliminary talks with other investors, including Ottawa's **Canada Infrastructure Bank**.

In return for its investment, however, Sidewalk wrote that it wanted a slice of traditionally city-destined revenues, including property taxes and development fees.

Even at **Waterfront Toronto**, some of these details came as a surprise. "I would say it wasn't what I anticipated from the RFP," said Waterfront's Ms. Davis.

Mr. Doctoroff says the plan is similar to one he helped design as deputy mayor of New York under Mayor Michael Bloomberg in the early 2000s. It assisted in the redevelopment of the long-dormant Hudson Yards site in Manhattan by attracting investors to buy bonds to finance **infrastructure**.

"Responding to an RFP, people are looking for ideas of what you might do ... [versus] a plan where you're actually going to be held accountable to it, are two pretty different things," Mr. Doctoroff told The Globe's editorial board. At a Canadian Club event last month in Toronto, he described Sidewalk's strategic shift as "planning out in the open."

But with no final agreement yet in place, skeptics still worry that Sidewalk could walk away with world-changing technologies while Torontonians hand over pieces of the public sphere to a private company. Even to analysts who follow its parent company closely, Sidewalk remains something of a black box.

"Alphabet offers very little information about its various businesses, and investors have continually asked for more disclosure for some of the bigger segments," says Mark Kelley, executive director and analyst with Nomura Instinet, who follows the holding company. "Because even some of their largest multibillion [dollar] businesses are opaque, the smaller segments get very little attention from investors, if any. This likely affords Google the ability to be agile with its smaller segments that aren't under the microscope."

Facing the House of Commons access-to-information, privacy and ethics committee last month, Mr. Doctoroff once again sought to dispel fears. "You have to dismiss the notion that our business model has anything to do with Google's, because it really has nothing to do with it," he said. "We have no interest in monetizing personal information."

S Sidewalk is expected to deliver a draft of a final **Quayside** agreement by June. Mr. Doctoroff said it will be "painfully transparent" about the company's business model, which he called "the single most complicated model of all time, because you've got all these different forces that are kind of playing to make this thing actually develop consistent with the aspirations we and **Waterfront Toronto**, the government partners, have."

Waterfront Toronto plans to make it public within a week of receiving it, kicking off months of public consultation and revisions before its board votes on whether to actually go ahead with the partnership.

Ontario Premier Doug Ford's government reshaped **Waterfront Toronto's** board last December by firing three directors. It's

now expected to take a more hawkish view of Sidewalk's plans. The new chair, developer Stephen Diamond, says he is frustrated with assertions Sidewalk has made without the agency's vetting.

Between the whims of its board and the results of public consultations, even if the deal does go forward, **Waterfront Toronto** could radically reshape Sidewalk's plans.

Those plans continue to court concerns. An internal progress report last November said the company believes smartphone pioneer Jim Balsillie is orchestrating the majority of negative media coverage and activist opposition to the project.

But many other critics have also raised concerns about the project's origins, governance, potential data collection and privacy implications. They include Toronto's mayor; Ontario's Auditor-General and **Infrastructure Minister; federal** Innovation Ministry staff; current and former **Quayside** advisers, including decorated academics; intellectual-property lawyers; the Canadian Civil Liberties Association, which has filed a lawsuit against **Waterfront Toronto** and all three levels of government.

Those ranks also include some of the world's most prominent technology scholars. Shoshana Zuboff, author of this year's acclaimed book *The Age of Surveillance Capitalism* - which argues that Google's monetization of human behaviour leaves most humans behind, bastardizing capitalism's initial intentions - now argues that Sidewalk is using data to circumvent democratic city-building.

Ms. Zuboff cites Barcelona as a strong **smart-city** example. "The whole approach there is: 'We want the advantages of data to improve life in the city, improve the efficiency and livability of the city, improve the economics of the city' - all of the reasons why one would want the **smart city**" she says. The story of **Quayside**, she continues, is different. "The pitched battle of surveillance capitalism is in Toronto," she says.

Recently, Ms. Zuboff has joined the ranks supporting #BlockSidewalk, the growing group that's calling for a "fresh start" to Toronto's **smart-city** quest by cancelling the partnership and building a **smart city** with policy first. For now, she says, "this is a story of private capital displacing democratic government for the sake of commercial goals."

So far, Canada has no meaningful policies around **smart cities**. Experts say **Quayside** has prompted a series of conversations about technology and urban planning that Canadians, and others worldwide, should have. Especially with cities as a new frontier, "technology's not going to stop evolving," says Robert Siegel, a Stanford University lecturer in strategy and innovation who has spent time with Alphabet management for case studies.

Sidewalk's plans have also shifted over time, and Mr. Siegel says, could best be seen as a sign of good faith. Alphabet, he says, is "smart enough to figure out which way the winds are blowing. ... What's the best thing for them ... to talk about putting the 'digital layer' in? It sounds selfish and self-centred and big-brother-y. Or they can say, 'Wait a minute. Let's help this area get developed.' If that happens, the rising tide raises all boats. Technology is still going to happen. And therefore, they will benefit from it."

Mr. Doctoroff, for his part, remains undaunted. "There's been nothing that we have seen nor heard over the course of ... more than a year that ... hasn't convinced us that this is the right place, and that if we can do it here and make it successful and convince people, we together can have a truly, truly historic impact." **SIDELINED BY SIDEWALK: WHO HAS LEFT THE QUAYSIDE PROJECT** Will Fleissig resigned from **Waterfront Toronto** in summer, 2018, saying it was a "mutual agreement" with the board's then-chair. But four sources close to the decision said the board was unhappy with his leadership.

THE DISSENTING DIRECTOR Julie Di Lorenzo, the sole director to vote against the **Quayside** project, quit the **Waterfront Toronto** board as it signed an expanded agreement with Sidewalk Labs in July, 2018. She left over concerns that Sidewalk was strong-arming **Waterfront Toronto** over numerous aspects of the project.

THE PRIVACY MASTERMIND Sidewalk hired Ann Cavoukian as an adviser, and long promised to follow a privacy framework she developed as Ontario's privacy commissioner. She resigned over concerns her framework, which is considered a global standard, would go unheeded.

THE TECH EXPERTS **Waterfront Toronto** set up a panel of tech experts in 2018 to consult on potential technologies for **Quayside** and elsewhere. Former OMERS Ventures head John Ruffolo, above, left in July over frustrations with a non-disclosure agreement from Sidewalk.

Artificial-intelligence expert Darin Graham quietly left a few weeks later.

In October, entrepreneur and digitalrights activist Saadia Muzaffar resigned, writing that "**Waterfront Toronto's** apathy and utter lack of leadership regarding shaky public trust and social licence has been astounding."

THE PROVINCIAL DIRECTORS After Ontario's Auditor-General released a report raising concerns about **Quayside** in December, the governing Progressive Conservatives fired three high-profile, Liberal-appointed directors from the **Waterfront Toronto** board: interim CEO Michael Nobrega, above, chair Helen Burstyn and University of Toronto president Meric Gertler.

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:26 AM
To: Davis, Melanie (INFC)
Subject: FW: Debrief May 31st IGSC

From: Gillis, Kelly (INFC)
Sent: June 2, 2019 5:37 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: Debrief May 31st IGSC

Thanks - good summary.

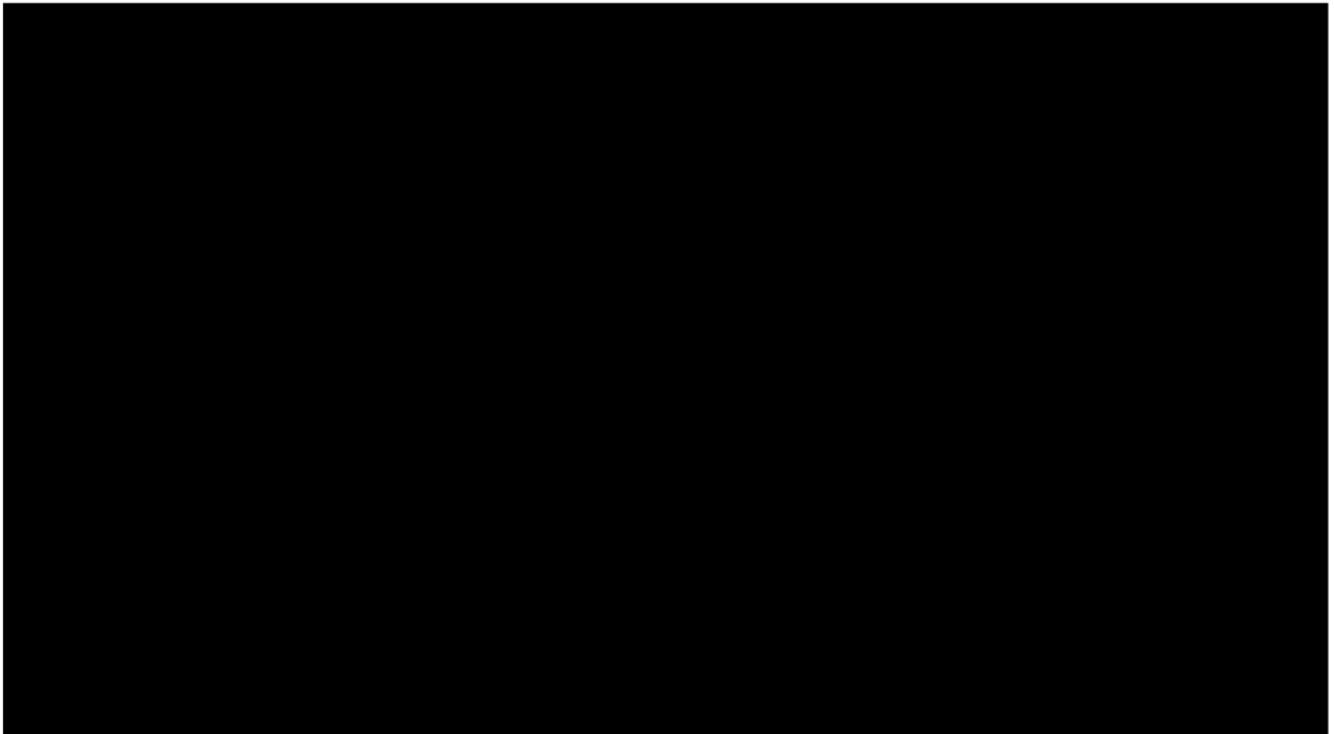


Sent from my iPhone

On Jun 2, 2019, at 5:15 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

Kelly – attached is some reporting from Friday's IGSC.

In brief, some key takeaways are:



**Pages 36-39
are withheld
pursuant to paragraph
21(1)(b)
of the *Access to Information Act***

**Les pages 36-39
Font l'objet d'une exception totale
conformément à la disposition du paragraphe
21(1)(b)
de la *loi sur l'accès à l'information***

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:26 AM
To: Davis, Melanie (INFC)
Subject: FW: City of Toronto Staff Report on Quayside

-----Original Message-----

From: Gillis, Kelly (INFC)
Sent: June 4, 2019 6:26 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: Re: City of Toronto Staff Report on Quayside

Thanks [REDACTED]

Sent from my iPhone

> On Jun 3, 2019, at 5:41 PM, Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca> wrote:
>
> Deputy –
>
> A City of Toronto Staff Report on Quayside and the MIDP will be posted publicly today (see draft attached). The report covers proposed process, timelines and requested resources for reviewing the MIDP and is expected to be taken-up publicly by Toronto's Executive Committee of Council on June 6th. Some highlights of the report, which could attract media attention, are below:
>
>
> - Reaffirms the City as a major stakeholder and landowner in the Quayside project
>
> - Acknowledges that the MIDP may include proposals for projects beyond the 12-acre Quayside site, e.g., Google headquarters and other initiatives on Villiers West
>
> - The proposed process for reviewing the MIDP is subsequent to and separate from WT's consideration of the MIDP by the WT Board
>
> - A final report to the Executive Committee based on the City's full review of the MIDP, and broad public and stakeholder consultation, will be brought to the Executive Committee in spring 2020
>
> - The report proposes several evaluation criteria and notes that the review will take into consideration consultation with government partners
>
> - The report highlights that, should Council decide to pursue all or parts of the MIDP in response to the Q2 2020 staff report, implementation of the approved portions of the MIDP would still be subject to further approval and public processes, including additional procurement/competitive processes for any city-owned land beyond Quayside.
>
> MOI colleagues are similarly aware of the report's release.

>
> Happy to discuss or provide further follow up.
>
> Nancy
>
> Nancy Faraday-Smith
>
> Acting Director, Investment, Partnerships and Innovation
> Infrastructure Canada / Government of Canada
> nancy.faraday-smith@canada.ca<mailto:nancy.faraday-smith@canada.ca> /
> Tel: 613-948-9481
>
> Directrice intérimaire, Direction générale des investissements, des
> partenariats et de l'innovation Infrastructure Canada / Gouvernement
> du Canada
> nancy.faraday-smith@canada.ca<mailto:nancy.faraday-smith@canada.ca> /
> Tél. : 613-948-9481
>
> <Report draft May 30 end of day.docx>

**Pages 42-62
are withheld
pursuant to paragraph
21(1)(b)
of the *Access to Information Act***

**Les pages 42-62
Font l'objet d'une exception totale
conformément à la disposition du paragraphe
21(1)(b)
de la *loi sur l'accès à l'information***

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:26 AM
To: Davis, Melanie (INFC)
Subject: FW: T.O. Exec Cttee of Council Decision June 6th, 2019

From: Gillis, Kelly (INFC)
Sent: June 6, 2019 6:45 PM
To: Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Re: T.O. Exec Cttee of Council Decision June 6th, 2019

Thanks - [REDACTED]

Sent from my iPhone

On Jun 6, 2019, at 6:38 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

Debrief FYI

From: Tippins, Shawn (INFC)
Sent: June 6, 2019 5:50 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenncampbell@canada.ca>
Subject: T.O. Exec Cttee of Council Decision June 6th, 2019

Mayor Tory Chaired the Executive Committee of Council today where the City Staff report on Quayside was discussed at length from 9:30am - 2:30pm. The meeting was broadcast live and has been recorded for post-viewing opportunities accessible through the link below.

See attached the series of decisions adopted by the Cttee in regards to the staff report (now posted on T.O.'s website) - some of these add additional details/requirements for City staff to report back on within the next 12 months.

Some 20 oral Deputations were made by stakeholders at the meeting (many of which were accompanied by longer written statements). Among the deputants were several affiliated with the #BlockSidewalk campaign, as well as Jim Balsillie, Julie Di Lorenzo, The Carpentors Union, Brian Kelsey of the T.O. BoT, reps from Ryerson University, and reps from various community organizations like Waterfront for All, and the St. Lawrence Neighbourhood Assoc. Micah Lasher of SWL also made a deputation. WT did not participate at the meeting.

There were substantial exchanges between Councillors and deputants covering issues like "scope-creep", data governance, the role of downstream procurement, power asymmetry, and the risks of having entered into an RFP with a vendor while policy vacuum exists on major issues (putting the cart before the horse), secrecy and transparency of the process to date. The impact of data collection regarding minors/children and lack of safeguards thereon was raised a number of times. In its deputation SWL re-iterated that it will follow all applicable law to the letter.

In providing wrap-up remarks, Mayor Tory noted the following:

- No huge opportunity comes without significant risk
- He has no problem with global companies - they can help T.O. to become a global leader. But he is just as happy to meet with T.O./domestic companies who feel they don't have access to leaders (Jim Balsillie commented that without even a planning application SWL has had extraordinary access to decision-makers, but that there's twelve Canadian companies he thinks the Mayor should meet)
- Noted Jim Balsillie's earlier comment that his concerns are not centric to SWL, and would have the same concerns no matter who the proponent was
- Rhetorically asked: "what do we have to do to make sure we do it right"
- Opined that [the City?] has a solid but incomplete start regarding the data/tech side of things. CIO has undertaken some initiatives, but there's more to do to make the framework as complete as it can be.
- was heartened by Micah Lasher's comment that SWL understands the role the City & Council with respect to protecting the public interest.
- Also noted Micah's comment that SWL will comply with reasonable requirements that may be put in place , but that something may not happen if requirements are not reasonable.
- Not in the habit of rejecting proposals that have not been received.
- Should not pre-judge what the outcome will be.

<https://www.youtube.com/watch?v=kM4Lra74cZU>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX6.1>

<T.O. Exec Cttee of Council Decision June 6th, 2019.docx>

The Executive Committee:

1. Directed the Deputy City Manager, Infrastructure and Development Services to undertake a comprehensive review of the Quayside Master Innovation and Development Plan, along with the related Waterfront Toronto Board decision, in consultation with relevant City Divisions and Agencies, and report back to the Executive Committee by the end of the second quarter of 2020. Such review to include the following:
 - a. the relationship between the proposed trust and the vision for smart city governance;
 - b. whether it is Sidewalk Labs, Waterfront Toronto or the City's data being shared and who has custody/control or ownership of the data that will be governed by the 'trust';
 - c. the definition of a resolution process for the trust for scenarios for the governance of data where there is no group consensus or input as to its collection;
 - d. whether there is a data governance model for all data collected through the Sidewalk Toronto project that falls within Sidewalk's definition of "urban data" (for which the 'trust' is proposed) and who would determine its parameters or if the data governance model under consideration only deals with a subset of data;
 - e. how Intellectual Property provisions in the new U.S.-Mexico trade deal may affect the operation of Sidewalk Labs, as well as its relationship with the three levels of Canadian government; and
 - f. review of provisions around commercialization of technology.
2. Directed the Deputy City Manager, Infrastructure and Development Services to undertake a comprehensive public and stakeholder consultation program as part of the City's review of the Quayside Master Innovation and Development Plan, as outlined in the report (June 3, 2019) from the Deputy City Manager, Infrastructure and Development Services.
3. Directed the Chief Information Officer and City Clerk, in consultation with appropriate City staff, to report to the Executive Committee, by the end of the fourth quarter of 2019 on the development of a City-wide policy framework and governance model associated with digital infrastructure and data, such as Smart Cities, and a work plan for implementation, to be used in evaluating the Quayside Master Innovation and Development Plan.
4. Directed the Deputy City Manager, Infrastructure and Development Services, to develop a detailed list of City approvals, including additional procurement processes, as required, that would be applicable to component parts of the Master Innovation and Development Plan, for use in the City's comprehensive review of the Master Innovation and Development Plan, as well as the related public and stakeholder consultation processing.

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:10 AM
To: Davis, Melanie (INFC)
Subject: FW: Heads Up: Waterfront Toronto Open Letter- MIDP
Attachments: Open Letter from WT Chair Steve Diamond - June 17 2019.pdf; ATT00001.htm

From: Gillis, Kelly (INFC)
Sent: June 17, 2019 12:30 PM
To: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Fwd: Heads Up: Waterfront Toronto Open Letter- MIDP



Sent from my iPhone

Begin forwarded message:

From: "Eyre, Jennifer (INFC)" <jennifer.eyre@canada.ca>
Date: June 17, 2019 at 12:13:21 PM EDT
To: "Gillis, Kelly (INFC)" <kelly.gillis@canada.ca>
Subject: Fwd: Heads Up: Waterfront Toronto Open Letter- MIDP

Sent from my iPhone

Begin forwarded message:

From: "Khodr, Lama (INFC)" <lama.khodr@canada.ca>
Date: June 17, 2019 at 12:02:52 PM EDT
To: "Bourque, Pierre-Yves (INFC)" <pierre-yves.bourque@canada.ca>, "Simpson, Brook (INFC)" <brook.simpson@canada.ca>, "Vaillancourt, Ann-Clara (INFC)" <ann-clara.vaillancourt@canada.ca>, "Morgan, Hillary (INFC)" <hillary.morgan@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmooffice-bureaudusm.infc@canada.ca>, "Marchildon, Caroline (INFC)" <caroline.marchildon@canada.ca>, "Wronski, Michael (INFC)" <michael.wronski@canada.ca>, "Tam2, Pauline (INFC)" <pauline.tam2@canada.ca>, "Powroz, Jen (INFC)" <jen.powroz@canada.ca>, "Hobbs, Joshua (INFC)" <joshua.hobbs@canada.ca>, "Galley, Alanna (INFC)" <alanna.galley@canada.ca>, "Dallaire, Jennifer (INFC)" <jennifer.dallaire@canada.ca>
Subject: Heads Up: Waterfront Toronto Open Letter- MIDP

Hello,

Please find attached an open letter by WT Chair Steve Diamond announcing that WT will be receiving the MIDP shortly.

The letter was published earlier this morning on their website.

We will monitor for coverage today and over the near future as the MIDP is made public.

Thank you,

Lama



June 17, 2019

Open Letter from Waterfront Toronto Board Chair, Stephen Diamond regarding Quayside

To all members of the public interested in the future of Toronto's waterfront,

Waterfront Toronto has been advised that Sidewalk Labs will be providing us with their proposed Master Innovation Development Plan (MIDP) shortly.

I am writing now to tell you about the public process that Waterfront Toronto will follow to develop its response to the MIDP prepared by Sidewalk Labs.

Along with you, Waterfront Toronto's Board, staff, and independent consultants will review Sidewalk Labs' proposed plan to determine under which conditions, if any, it could work for Toronto.

As part of this process, Waterfront Toronto will:

- Make the proposed MIDP available to the public within one week of receiving it.
- Consult the public on the proposed MIDP. We will hold the first round of consultation within four weeks of receiving it.
- All feedback received will be rigorously documented and shared publicly.

We know that a number of concerns and cautions have been raised about this project and that there are many voices that want to be heard and considered. It is Waterfront Toronto's responsibility to act in the public interest. We take this responsibility extremely seriously and we know that you are relying on us to fulfill it rigorously. We are committed to working with all of you to do exactly that.

Sincerely,

**Stephen Diamond
Chairman of the Board of Directors, Waterfront Toronto**

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:27 AM
To: Davis, Melanie (INFC)
Subject: FW: Debrief of June 20th ADM Briefing: Update on MIDP priority issues, communications and roll-out

From: Gillis, Kelly (INFC)
Sent: June 21, 2019 6:46 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Re: Debrief of June 20th ADM Briefing: Update on MIDP priority issues, communications and roll-out

Thanks

Sent from my iPhone

On Jun 21, 2019, at 6:38 AM, Campbell, Glenn (INFC) <glenn.campbell@canada.ca> wrote:

[REDACTED]
I have also reached out to Trade/Invest in Canada re heads up on Google HQ [REDACTED]

Glenn Campbell
613 979 0389 (c)
613 941 0722 (w)

From: Gillis, Kelly (INFC)
Sent: Friday, June 21, 2019 5:46 AM
To: Campbell, Glenn (INFC)
Cc: Eyre, Jennifer (INFC)
Subject: Re: Debrief of June 20th ADM Briefing: Update on MIDP priority issues, communications and roll-out

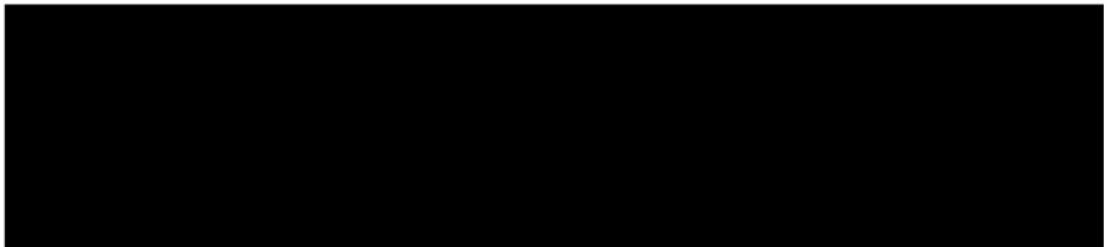
Thanks [REDACTED]

Sent from my iPhone

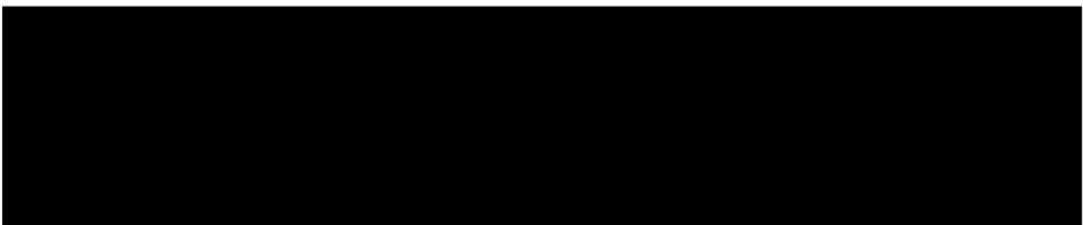
On Jun 20, 2019, at 10:17 PM, Campbell, Glenn (INFC) <glenncampbell@canada.ca> wrote:

Following receipt of the draft MIDP from Sidewalk Labs (SWL), on June 17, Waterfront Toronto (WT) briefed tri-gov't officials on June 20 on where key outstanding issues stand in the document, and provided an update on the process for the MIDP's release and rollout on June 24.

Priorities Issues Update:



WT will make the points of departure clear in a **cover letter from the Board Chair** that will be released alongside the MIDP on June 24th that articulates issues with geography, lead developer role, transit, public housing, and digital & data governance and storage. WT also informed that SWL is aware that WT intends to release a cover letter along with the MIDP. WT noted these issues will be subject to ongoing negotiation during the public consultation period.



MIDP Release and Communications Roll Out:

WT advised it will not be undertaking any joint media announcement with SWL on June 24. During the morning media lock-up, WT will invite journalists to have-one-on-one meetings with the Board Chair. Members of the media will then go to a separate location to receive technical briefings on the MIDP from SWL.

[REDACTED] WT also updated that a 40-50 page “**note to reader**” – a WT-prepared directional guide to the MIDP – will go out after the MIDP is made public, likely June 27th and be made available on WT’s website with the MIDP.

Post release, WT has planned a series of "pop-ups" in partnership with the Toronto Public Library, and a first round of public meetings in July (4 repeating presentations). WT will decide on further public meetings depending on the outcome of the first round.

Going forward, WT intends to convene monthly ADM briefings through summer.

Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:10 AM
To: Davis, Melanie (INFC)
Subject: FW: debrief of Toronto meetings
Attachments: CBC article July 17, 2019 Public Consultation.pdf; ATT00001.htm

From: Campbell, Glenn (INFC)
Sent: July 18, 2019 5:44 PM
To: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Fwd: debrief of Toronto meetings

Sent from my iPhone

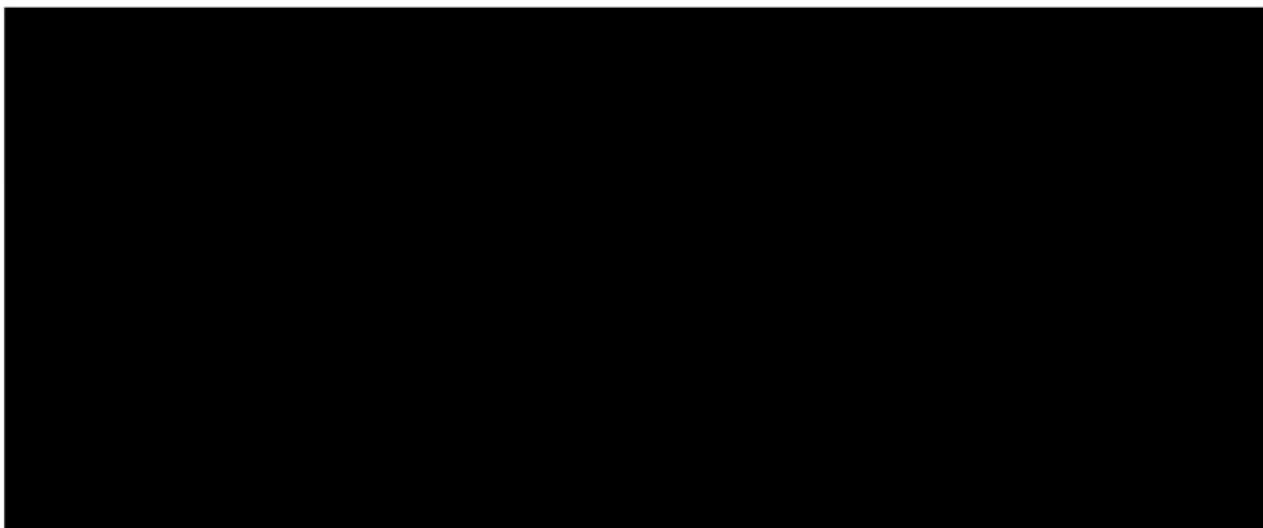
Begin forwarded message:

From: "Faraday-Smith, Nancy (INFC)" <nancy.faraday-smith@canada.ca>
Date: July 18, 2019 at 4:49:33 PM EDT
To: "Campbell, Glenn (INFC)" <glenncampbell@canada.ca>
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>, "Tippins, Shawn (INFC)" <shawn.tippins@canada.ca>, "Khan, Irmeen (INFC)" <irmeen.khan@canada.ca>
Subject: debrief of Toronto meetings

Glenn,

Below are highlights from Shawn and my trip to Toronto yesterday afternoon/this morning.

Melanie: I'll print a hard copy for Glenn's nightly package.



Published | Publié: 2019-07-18 04:00 (EST)
Received | Reçu: 2019-07-18 04:16 (EST)



CBC.ca: Toronto | Toronto

'Who owns the data?': Questions emerge at Sidewalk Labs consultations about 1,500-page proposal

At a public consultation around Sidewalk Labs' waterfront development proposal on Wednesday night, one message emerged loud and clear: nothing is set in stone - yet.

Dozens gathered at the Radisson Admiral Hotel on Queens Quay West to listen, learn, and voice their concerns about a 1,500-page plan released last month detailing the proposal by the subsidiary of Google parent company Alphabet Inc.

Waterfront Toronto partnered with Sidewalk Labs in 2017 to reinvigorate a section of the harbourfront east of the downtown near the Portlands. The company's vision: a high-tech city-within-a-city, complete with affordable apartments, renewable energy and smart technology.

But the plan, for a 190-acre so-called Idea District, is exponentially larger than the 12-acre proposal the company had been tasked with developing.

And it's prompted a host of concerns about just how the waterfront development will be governed, what it means for the future of affordable housing and transit, and just who will own the data produced at the **Quayside** site.

'We are very concerned'

Thorben Wieditz, an organizer with Block Sidewalk, is among those sounding the alarm about the proposed development.

"We are very concerned," he said. "We are being asked to comment and leave feedback on 1,500 pages of a document that most members of the public have no time to actually digest and read."

Among Wieditz's biggest concerns: the mushrooming scale of the project.

"They have come up with project that no one in Toronto has asked them to come up with," he said. "It's very concerning to have a private vendor come in telling us how we should govern ourselves."

And if a 1,500 page proposal is tough for the public to digest, they're not alone, says **Waterfront Toronto's** chief development officer Meg Davis.

"We have not read it all yet, so we're still digesting," Davis said, adding it will take until at least late 2019 or even early 2020 before the **Waterfront Toronto** board makes a decision on whether to approve all or part of the proposal.

'No green lights so far'

"No green lights so far," she said. "We are literally just absorbing, listening to the public, talking to our government partners, and then we'll do our evaluation."

"I'm not hearing things like 'open source' - Philip Chatterton
Sidewalk Labs' director of public realm development Jesse Shapins said the reason for the lengthy plan comes down to the fact that it's a "comprehensive approach to really looking at all facets of an urban development and a neighbourhood."

Shapins adds that Sidewalk Labs has an office in the waterfront area where members of the public can come and learn more by looking at the model of the proposal that's been set up there.

And while he knows there are concerns about the project, he says it's encouraging to see how many people have been attending the consultations, saying **Waterfront Toronto** is doing "important work" in ensuring the public has a chance to weigh in on the plans.

Philip Chatterton was one such resident.

Chatterton, who lives on Toronto Island, works in the tech industry and is excited about some of the plan.

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Haynes, Lisa (INFC)

From: Eyre, Jennifer (INFC) on behalf of Gillis, Kelly (INFC)
Sent: August 14, 2019 11:17 AM
To: Davis, Melanie (INFC)
Subject: FW: CCI's Submission to Water Front Toronto on QMIDP
Attachments: CCI submission to WT July 2019.pdf

From: Benjamin Bergen [mailto:Bbergen@canadianinnovators.org]

Sent: August 7, 2019 6:18 PM

To: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>

Subject: CCI's Submission to Water Front Toronto on QMIDP

Good evening Kelly,

It has been a while since our meeting in Ottawa. I hope you've been well!

I wanted to share with you CCI's submission to Water Front Toronto on the Quayside Master Innovation and Development Plan. Reach out if you have any questions.

Best,

Benjamin Bergen
Executive Director
Council of Canadian Innovators \ Conseil Canadien des Innovateurs
416.999.7583 | bbergen@canadianinnovators.org

Feedback on the Quayside Master Innovation and Development Plan (MIDP)

The Council of Canadian Innovators (CCI) is the 21st century business council made exclusively of CEOs from Canada's fastest growing technology companies, including top smart city innovators. CCI's mandate is to support the growth of Canada's innovation sector by ensuring Canadian tech and public-policy leaders work together to shape Canada's innovation agenda. Our work focuses on helping high-growth Canadian technology firms scale-up globally so they can grow Canada's prosperity.

Each one of our 114 members is a job creator, investor and philanthropist. Many are world-class smart city innovators, currently providing technology solutions to private and public sector around the world. Last year, CCI companies have generated over \$6.5 billion for Canada's GDP and currently employ over 33,000 Canadians in high-paying, high skilled jobs.

Our members have watched closely the Sidewalk Toronto project. The smart city segment is currently worth \$1.3 trillion globally and growing 16% per annum. Therefore, the smart city industry represents an enormous opportunity for Canadian innovators to develop new technologies, as well as new physical and digital infrastructure, to better serve public interest and advance inclusive prosperity for our country.

Unfortunately, neither Waterfront Toronto (WT) nor any of the three levels of government involved in this project consulted with our members before this project was launched. This is a missed opportunity for Canada's prosperity goals because many of our own smart city innovators already provide world-class products and services around the world, and have a more substantive track record of urban innovations and economic development than Sidewalk Labs. Furthermore, [all innovation policy experts](#) agree that high-growth technology companies, such as our members, provide the most economic returns to domestic economies.

However, we are pleased to see a WT led public consultation and recent efforts to engage with those that will be most affected by Sidewalk's proposal, including Canada's high-growth scale-ups. Online consultation is an insufficient outlet for CCI to provide feedback on the MIDP, so in this document we have numerous questions we hope WT can answer so our members can assess the proposed plan:

1. Why the MIDP only mentions start-ups (pre-revenue companies) but makes no mention of scale-ups (high-growth technologies companies) yet those firms will be the most affected economically by Sidewalk's proposal.
2. The MIDP does not explain how a policy of "open by default" is in public interest and helps domestic innovators. Please provide more details on these approaches.
3. Explain how "open data" policies won't disproportionately help large social media companies, [given the structural asymmetries in the data-driven economy](#).
4. Given the current US Department of Justice and European Union Competition Bureau investigations into the anti-competitive practices of large technology companies, including Sidewalk's parent and sister companies, how will the "Urban Data Trust" place specific restrictions on the access of those types of companies to the data to ensure competitive markets for innovators in the Toronto ecosystem?
5. Sidewalk imagines for the waterfront an API that they would furnish to manage data access rights in the digital layer. Given that the battle for value chains in the digital economy is over who designs and controls these kinds of interfaces, the MIDP provides no insight into how such an arrangement would help domestic innovators.
6. MIDP fails to explain how the proposed "Urban Data Trust" would be bound by PIPEDA and FIPPA laws.
7. Given that MIDP states the "Urban Data Trust" is not legally a trust, explain how it is not misleading to use the word "trust" in its name.

8. There is no mention in the MIDP of Sidewalk's proprietary access to the biggest trove of data owned and controlled by their parent company Alphabet (a company whose 99.6% of revenue come from commercializing that same data). Please provide more details on the relationship between data sets gathered for this project and Alphabet's own data sets.
9. The MIDP references support of a Toronto Region Board of Trade recommendation for data trusts. Who specifically at the Board of Trade (either staff, researchers or advisors) was consulted as a subject matter expert(s) on data governance and data trusts?
10. For the commitments to open standards through established standard-setting bodies, will Sidewalk assure that any standard-setting body used be accredited through the Standards Council of Canada? This includes standard-setting for open-data APIs and data formats?
11. Given that Sidewalk is pledging commitment to catalyzing a new urban innovation ecosystem in Toronto, please detail the terms and conditions of its Supplier Agreements to ensure local innovators can own and control, and thus commercialize, their innovations.
12. Foreign direct investment in IP and data intensive industries has many negative spillovers effects, such as those evident in the Kitchener-Waterloo ecosystem following the opening of Google's R&D branch plant there. Please provide details on how the new Google office on waterfront will instead help grow Canada's innovation outputs and GDP.
13. Please explain how Sidewalk's Super-PON network with its 50km transmission radius is compliant with existing Canadian telecommunications rules and regulations. Also elaborate on any formal or informal relationships you have created with Canadian telecommunications companies such as Rogers or Bell Canada or how Sidewalk intends to compete with them.
14. Please explain why Sidewalk's technologies are better to be used in Canada's smart cities projects when dozens of domestic innovators already provide superior products and services domestically and globally.
15. Who were the participants in Sidewalk's "Data Governance Working Group" and how were they selected as members? Was this exercise done in partnership with Waterfront Toronto? Was this Working Group established with guidance from the Digital Strategy Advisory Panel?
16. There is no mention of Google's IP portfolio in the MIDP, even though it is Google and not Sidewalk Labs that has filed and continues to file all of Alphabet's smart city IP. Please provide explanation on why this major stock asset by Sidewalk in the MIDP's Patent Pledge is not mentioned.
17. Explain how Sidewalk's [patent pledge](#) gives innovators in the Toronto ecosystem an opportunity to scale globally.

Today, 54% of the world's population live in urban areas and this percentage is projected to grow to 68% by 2050. At 80%, Canada and Brazil have the highest concentration of urban populations of any country in the world. CCI welcomes the discussion and the focus of Canadian economic policy efforts on cities. However, the MIDP as currently written raises more questions than answers for Canadian innovators.

We hope this submission is helpful to Waterfront Toronto in assessing the MIDP for the benefit of Canadian innovation sector and our economy.

Sincerely,

Benjamin Bergen
Executive Director, CCI

CANADIANINNOVATORS.ORG

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ADM BRIEFING
WATERFRONT TORONTO, 20 Bay St.
April 29, 2019

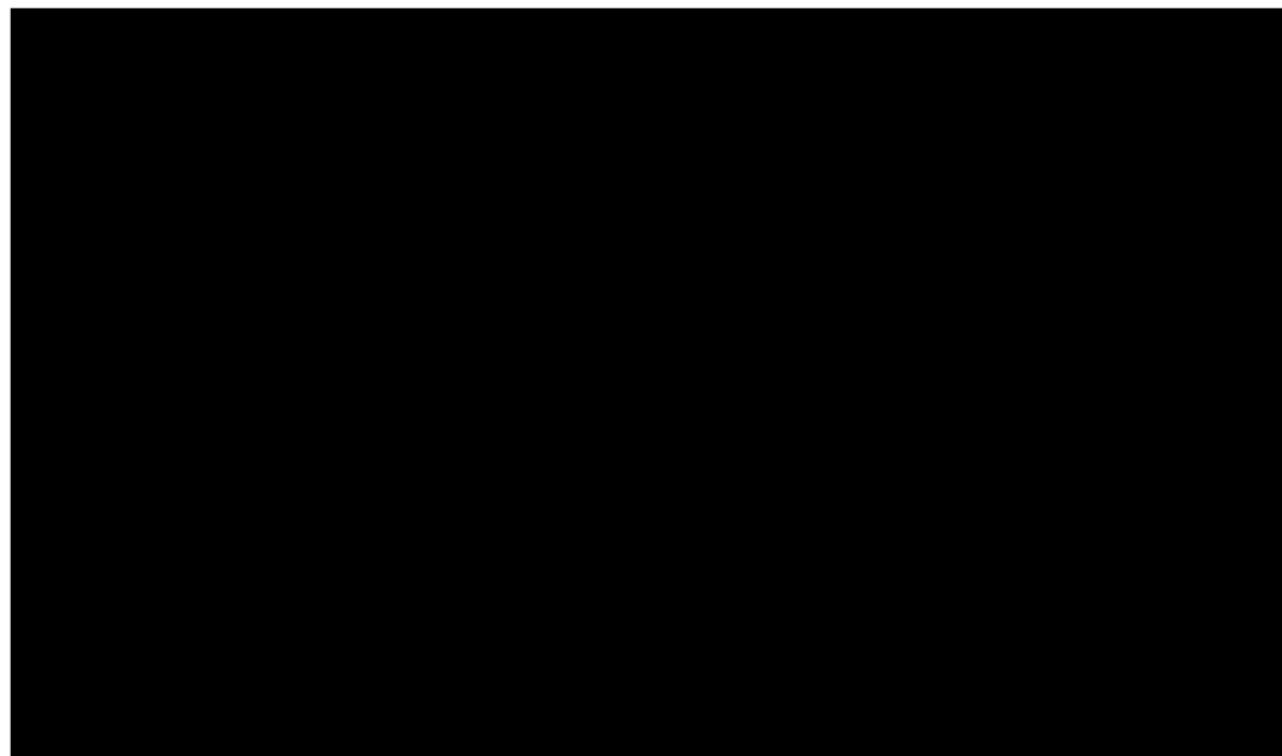
Approximate agenda

- 9:00-10:30 – Waterfront Toronto summary of business proposal (in-camera)
- 10:30-12:00 – SWL presentation of business proposal
- 12:00-1:00 – Q&A
- 1:00-2:00 – Waterfront / Government partners' discussion (in-camera)

Areas of focus

- Financial figures and proposals around:
 - land valuation capture
 - vertical development
 - traditional and advanced infrastructure investments
 - light rail transit
- *IP and procurement will be covered at a subsequent ADM briefing in May. Waterfront has not yet received a full draft on these topics.*

INFC objectives



ADM BRIEFING
WATERFRONT TORONTO, 20 Bay St.
May 13, 2019

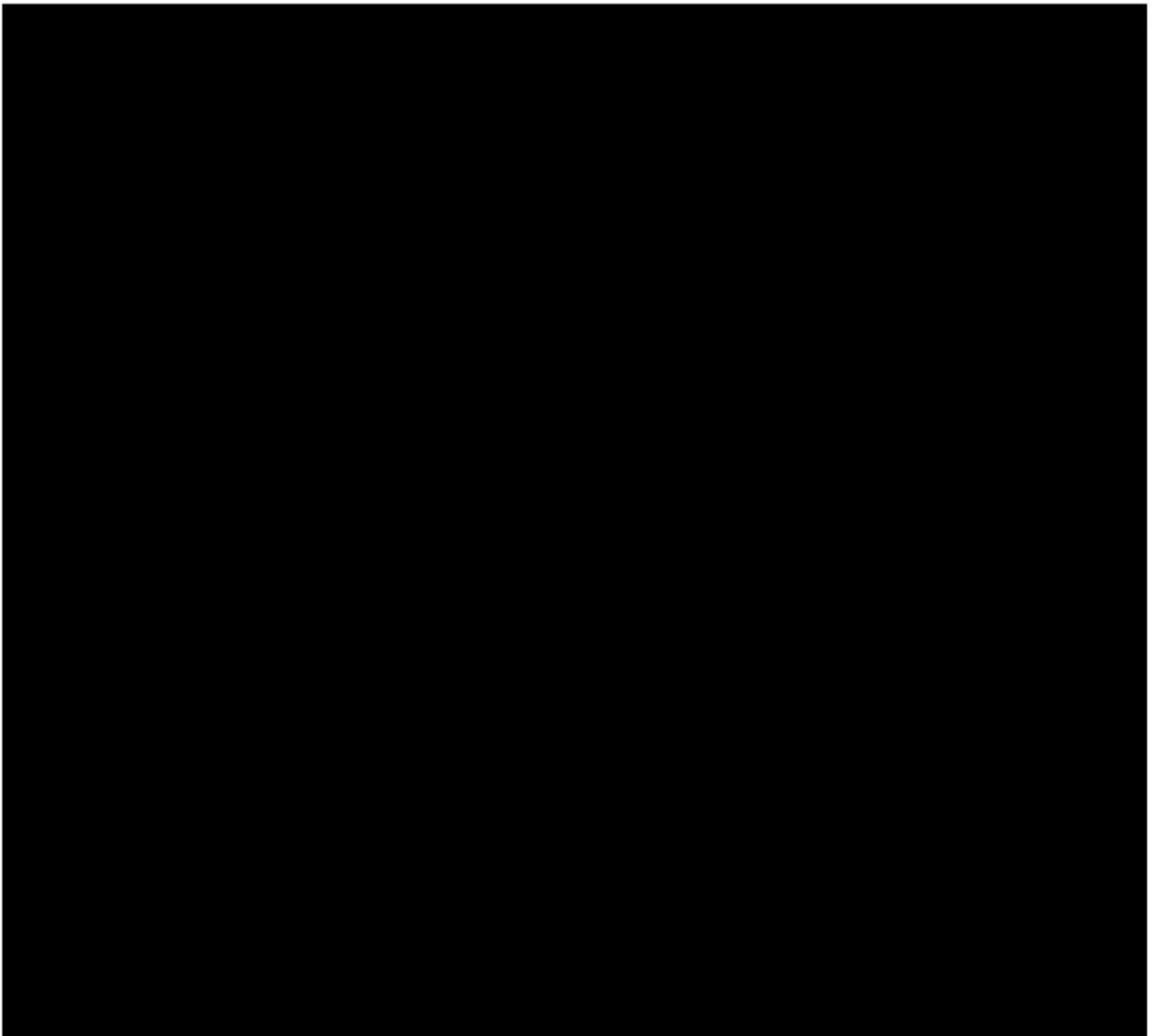
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Areas of focus

- Procurement
- Intellectual Property

Agenda provided by Waterfront under separate cover. Presentations and other documentation has not been provided in advance

INFC objectives



Government of Canada announces call to launch intellectual property collective

From: Innovation, Science and Economic Development Canada

News release

Pilot project will help Canadian companies reap the full benefits of IP to grow their business

February 13, 2019 – Ottawa, Ontario

When Canadian companies put intellectual property (IP) at the core of their business strategy, they are better positioned to grow and succeed. This is why the Government of Canada is making sure that our small and medium-sized enterprises (SME) have the tools and supports they need to expand their business and become more competitive.

Today, the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development, launched the Patent Collective pilot program to assist SMEs with their patent and other IP needs. Canadian entities that can gather a team with experience in delivering high-quality patent advice are invited to apply. The chosen applicant will receive \$30 million in funding over four years to create a non-profit organization that will work with companies in a selected sector to help them use their IP more strategically.

Announced as part of the five-year Intellectual Property Strategy, the pilot project will provide the Government with valuable insight into the IP issues faced by SMEs. The new collective will have an opportunity to shape how the program will support member businesses, customize services to suit clients' needs, and identify how best to support the strategic use of IP in scaling companies.

Quotes

“Intellectual property is at the core of innovative businesses. For Canada’s economy to succeed, we need to ensure that companies of all sizes have the tools to grow, expand and become competitive global players. With this new patent initiative, we are providing small and medium-sized enterprises with the IP support they can use to build their business, boost economic growth and compete and win on the world stage.”

– The Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development

Quick facts

- The Intellectual Property Strategy was announced in Budget 2018.

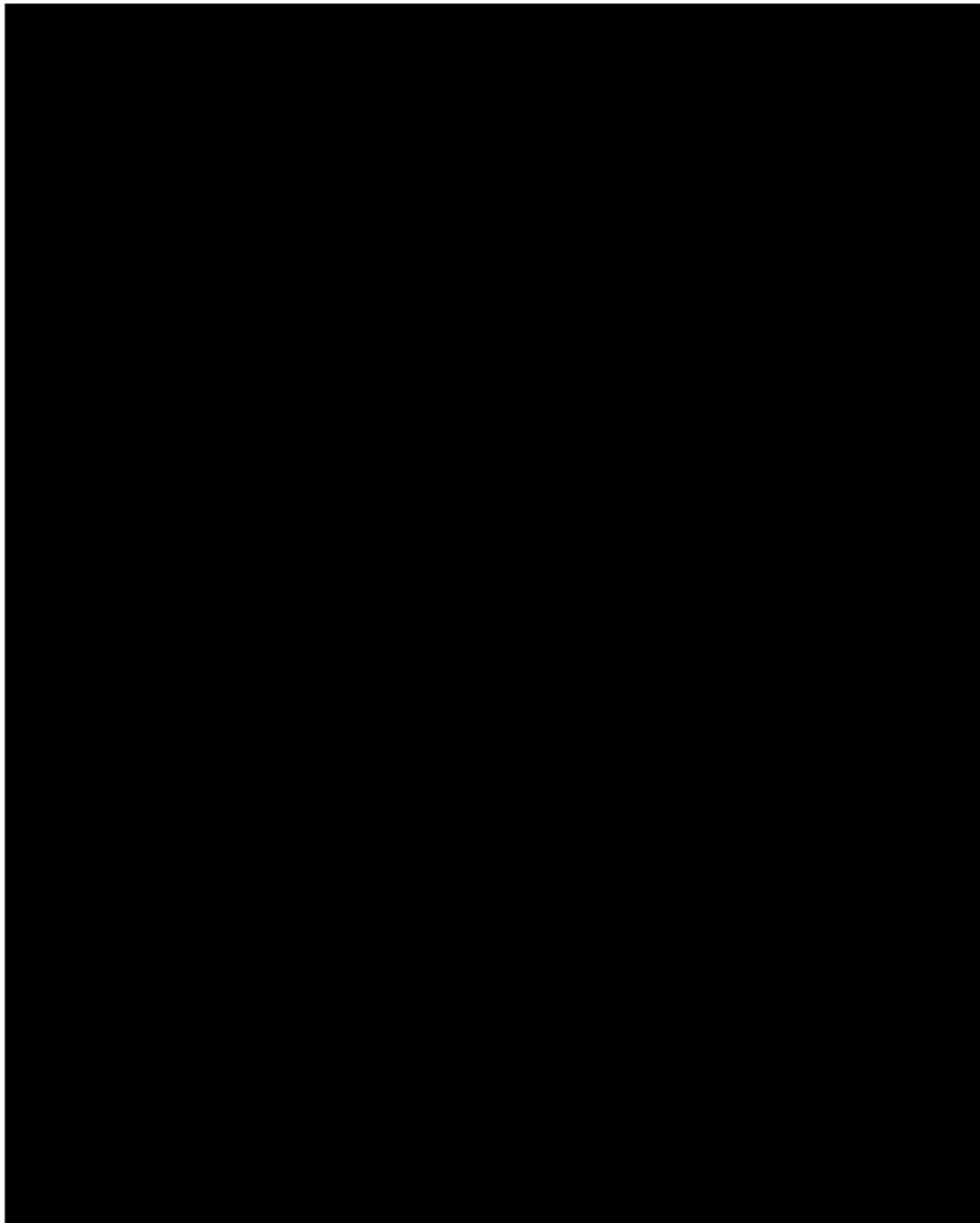
- Interested applicants can visit Canada.ca/patent-collective.
- Small and medium-sized businesses that hold formal IP are three times more likely to engage in product innovation than those without IP. They are also two times more likely to engage in other types of innovation, four times more likely to export, and 64% more likely to be high growth.
- IP-intensive businesses pay 16% more, on average, than businesses with little or no IP.
- Businesses using IP in patent-intensive industries have about 8 to 10 times more revenues than those not using IP.

ADM Briefing April 29

April 29, 2019

9:39 AM

1. WT and Governments (in-camera)



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**Quayside ADM Working Group
20 Bay St. Suite 1310
May 13, 2019
9:00 AM – 2:00 PM**

In Camera - WT and Governments Only (9:00 – 10:30 AM)

1. Introductions/Welcome
2. Procurement – WT Update /Preliminary Analysis (30 mins)
3. Intellectual Property – WT Update/Preliminary Analysis (30 mins)
4. MIDP Volume 3 – Update (15 mins)

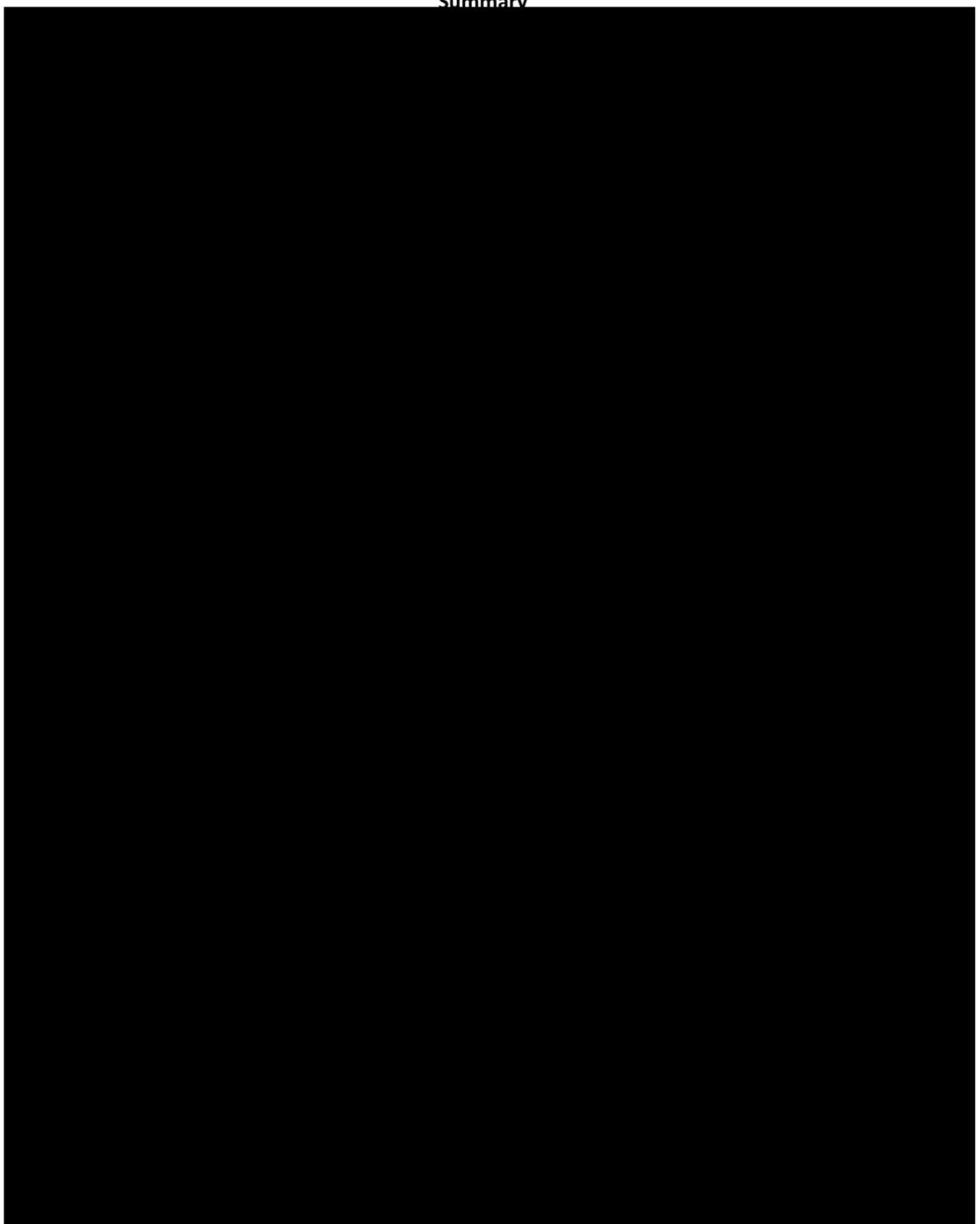
Joint WT, Governments and SWL Session (10:30 AM – 1:00 PM)

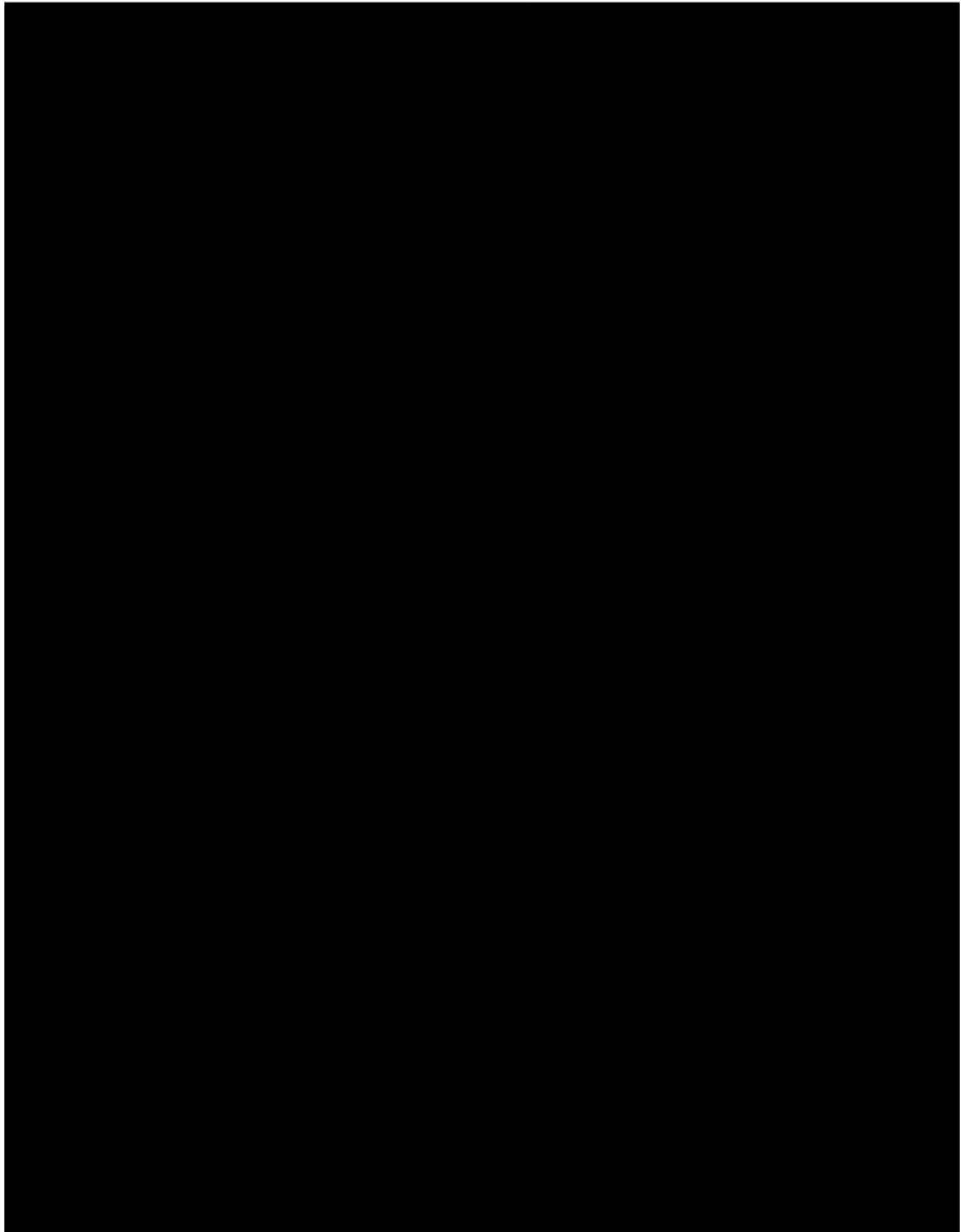
5. IP & Procurement – SWL Presentation

In Camera - WT and Governments Only (1:00 – 2:00 PM)

6. Summary and Other Business
 - i. MIDP Timelines/Release

DRAFT FOR DISCUSSION

ADM briefing on MIDP Financials and Economics – April 29, 2019**Summary**

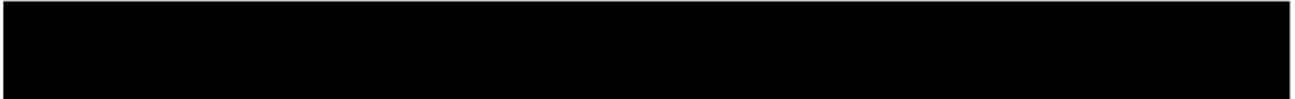
ADM briefing on MIDP Financials and Economics – April 29, 2019**Summary**

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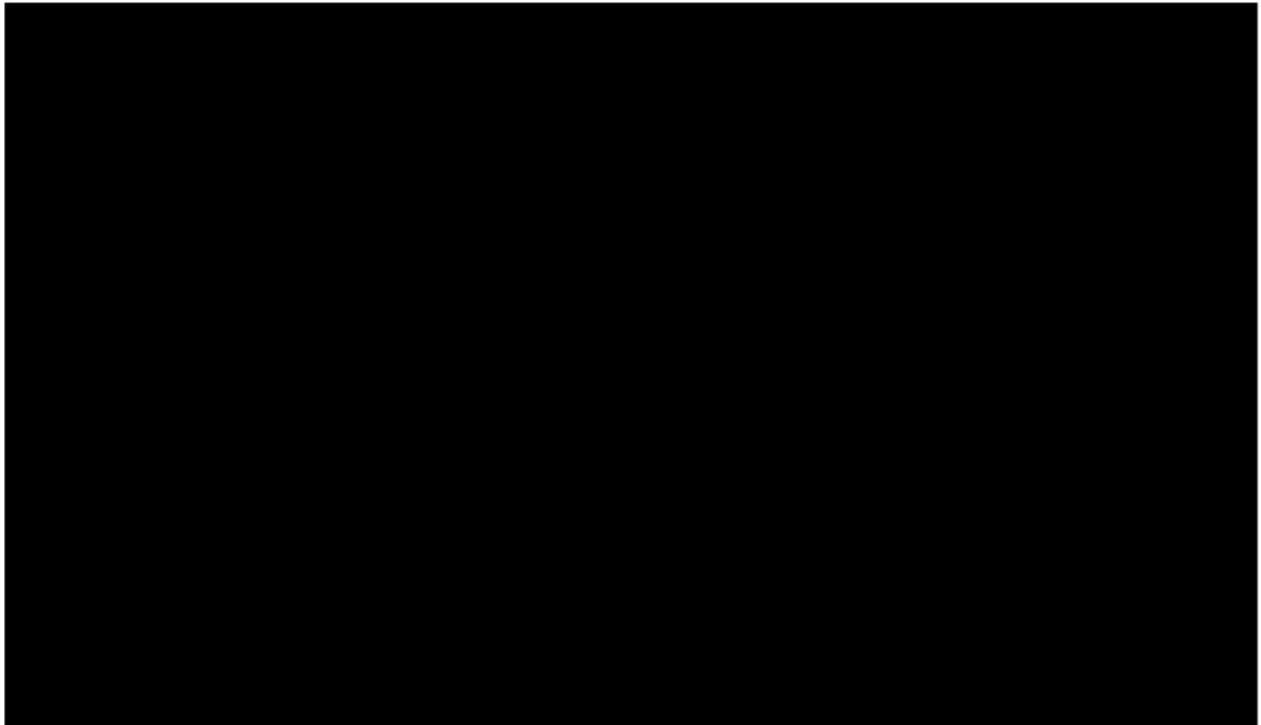
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WEEKLY CALL WITH WATERFRONT TORONTO
KEY POINTS
Monday, April 08, 2019

April 2nd ETHI Committee



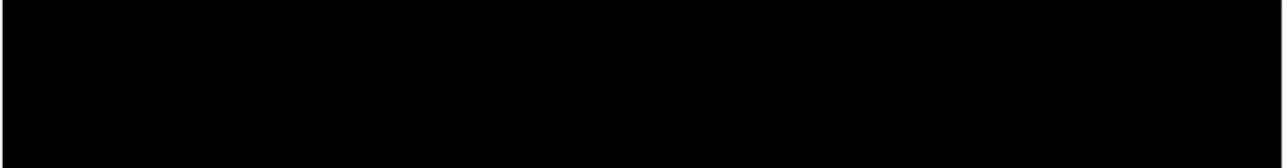
April 4th IREQ meeting (see meeting summary, plus IREQ materials attached)



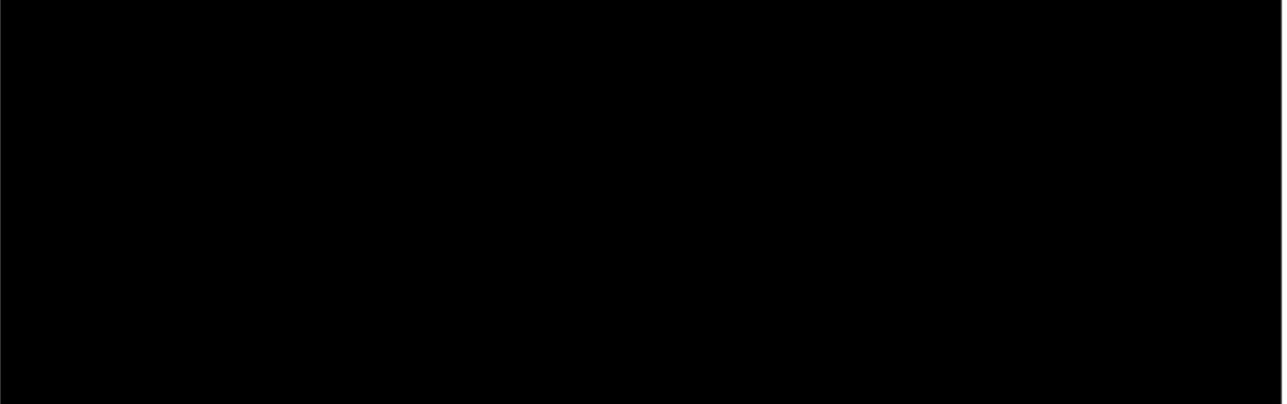
WEEKLY CALL WITH WATERFRONT TORONTO - KEY POINTS:

Tuesday, June 11, 2019 – 2:00-3:00pm

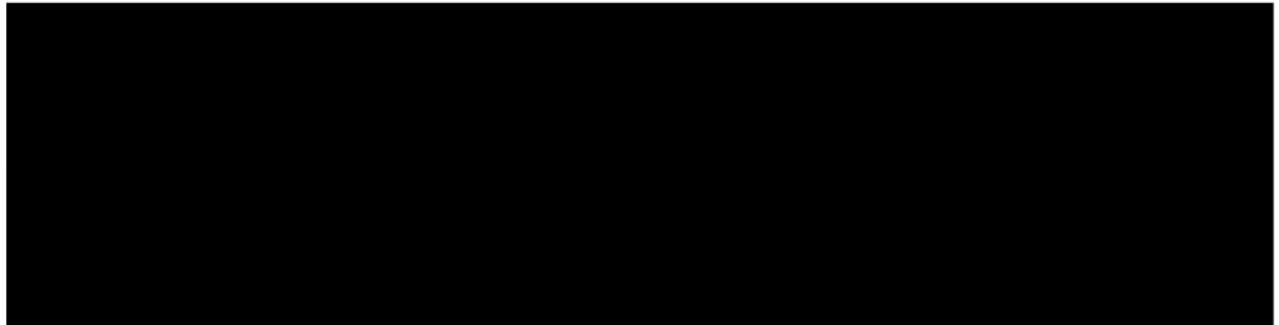
Redlines letter to SWL



WT proposal to hold June 20th ADM briefing (MIDP pre-release)



Tri-government / Waterfront Toronto COMMS coordination – next steps

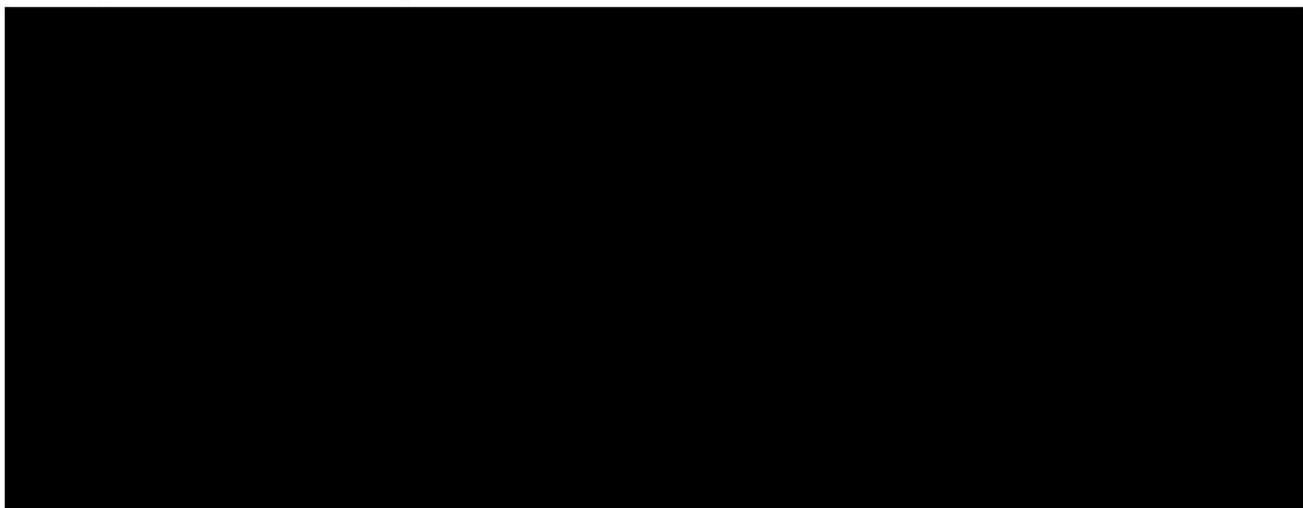
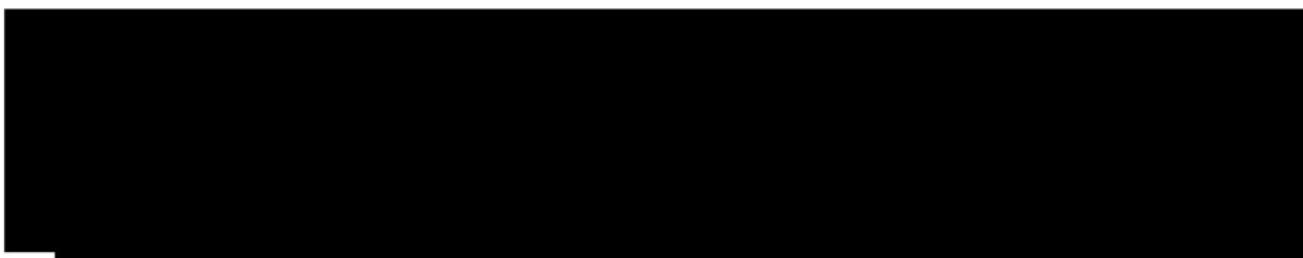
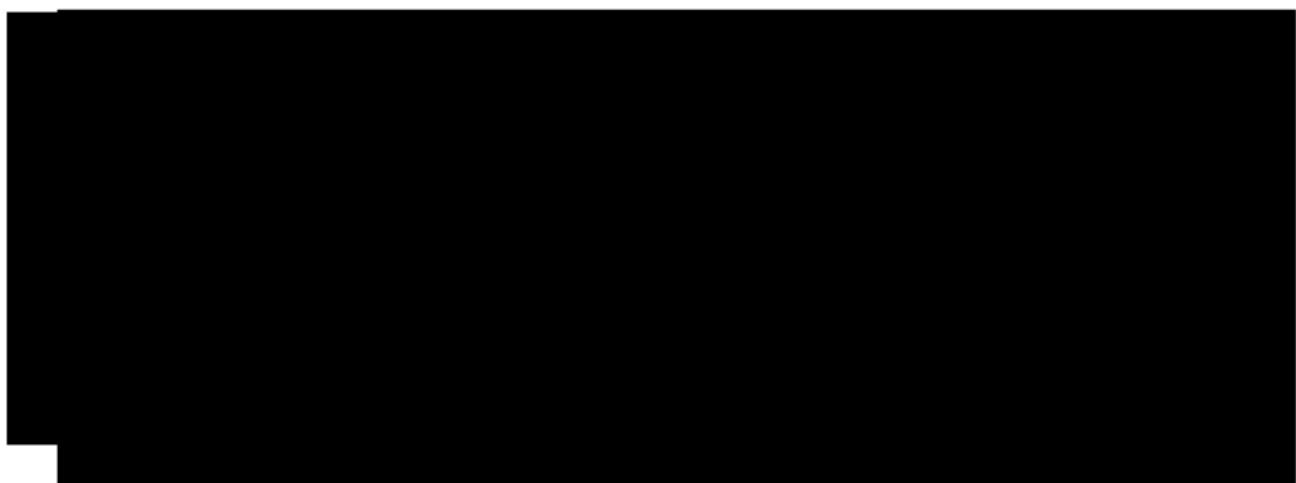


Tri-government borrowing consent extension; WT annual report



WEEKLY CALL WITH WATERFRONT TORONTO - KEY POINTS:

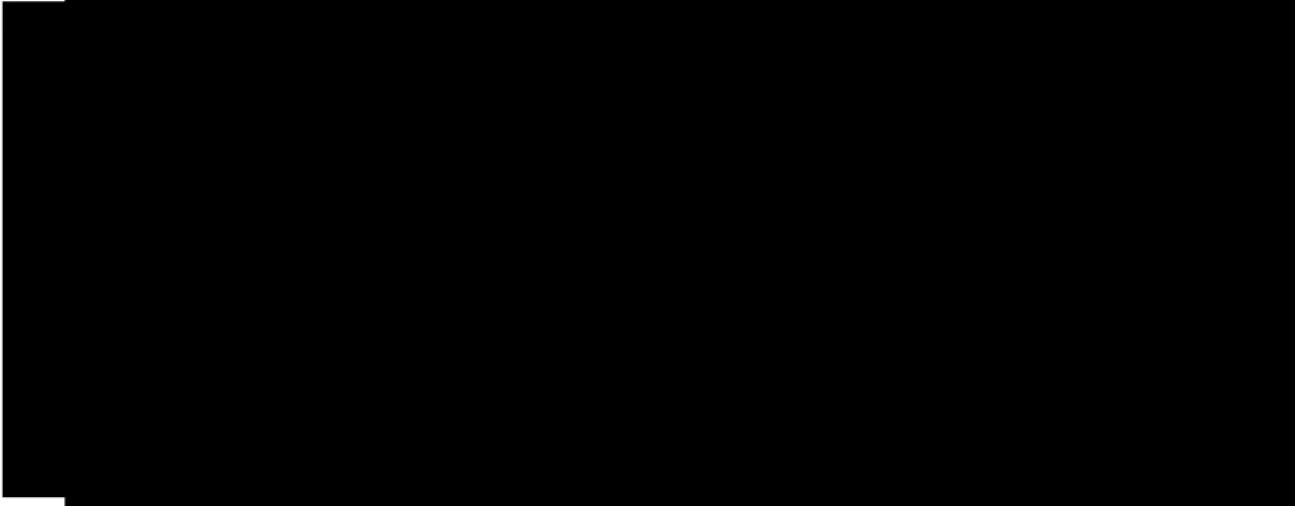
Tuesday, June 11, 2019 – 2:00-3:00pm

IREQ and WT Board recap**June 17th Open-letter to the public and anticipated delivery of MIDP****June 20th ADM briefing (MIDP pre-release)****Tri-government / Waterfront Toronto COMMS coordination – next steps**

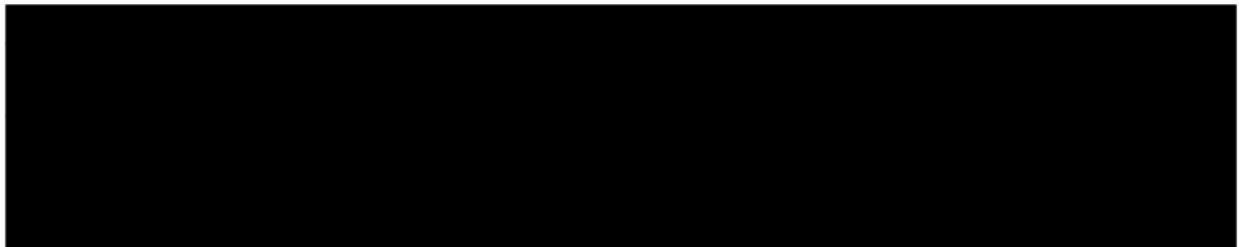
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WEEKLY CALL WITH WATERFRONT TORONTO
KEY POINTS
Monday, March 25, 2019

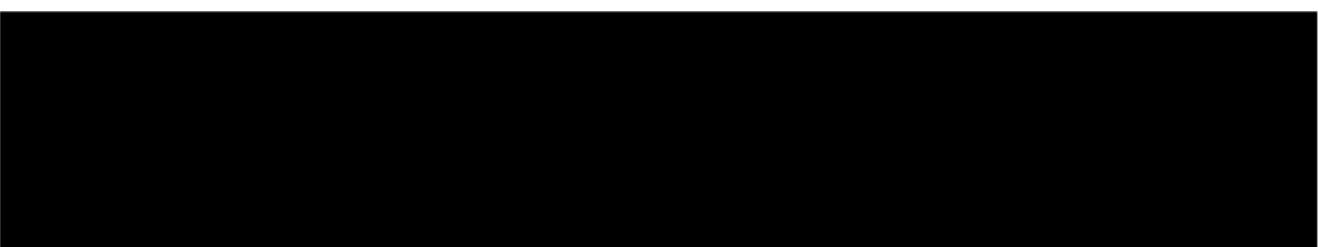
IGSC Recap



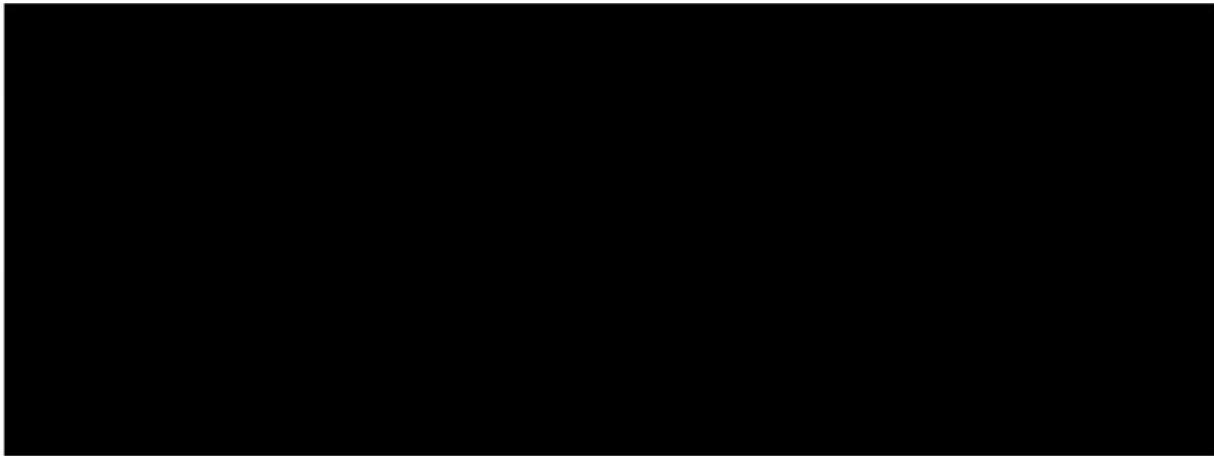
Next ADM Briefing April 2nd



Civic Lab March 26th



Page 1 of 1

WEEKLY CALL WITH WATERFRONT TORONTO**KEY POINTS****Tuesday, May 21, 2019****MIDP Evaluation Framework**

- Do you still intend to release the evaluation framework publicly in advance of the MIDP's release? If so, then what will be the timing?

May 23 ADM Briefing

- Will SWL be in a position to present to government partners on any revised proposed financials and economics of the MIDP? What can you preview of Thursday's discussion?

May 22 Event with the T.O. Public Library

- I understand WT will be co-hosting a civic-lab-type event in the evening with the T.O. Public Library, and that a point has been made of inviting advocacy groups like #BlockSidewalk, Tech Reset Canada, and the Digital Justice Lab at Ryerson. Shawn and Nancy will be there. What do you hope the outcome of this event will be?
- What are the next steps in the digital/data/privacy discussion with stakeholders and DSAP?

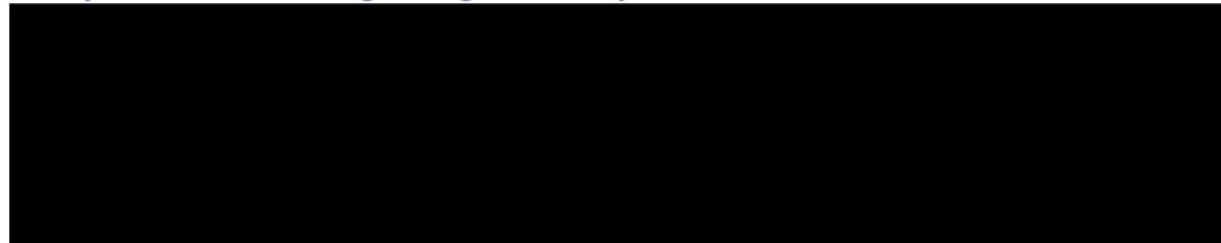
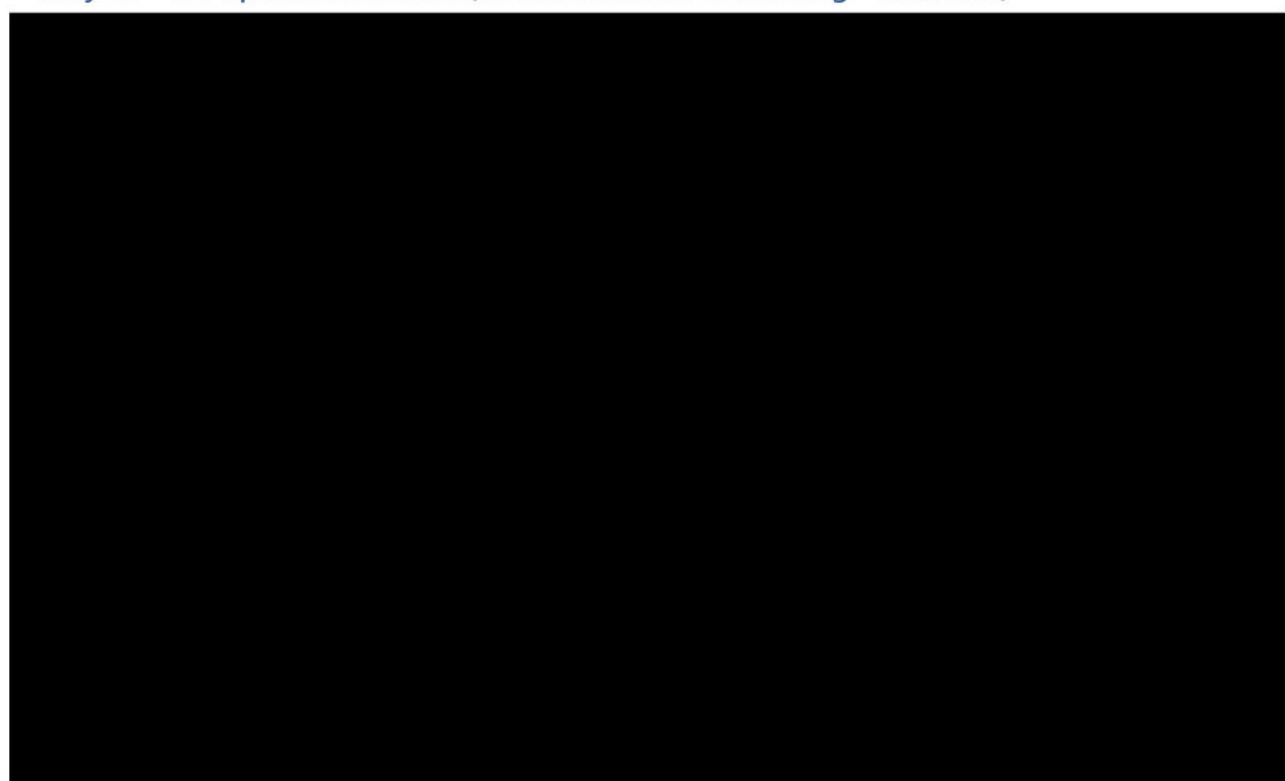
May 31st IGSC

- As mentioned previously, I will be representing Kelly Gillis at the next IGSC.

WEEKLY CALL WITH WATERFRONT TORONTO - KEY POINTS

Monday, May 27, 2019

Collision Conference

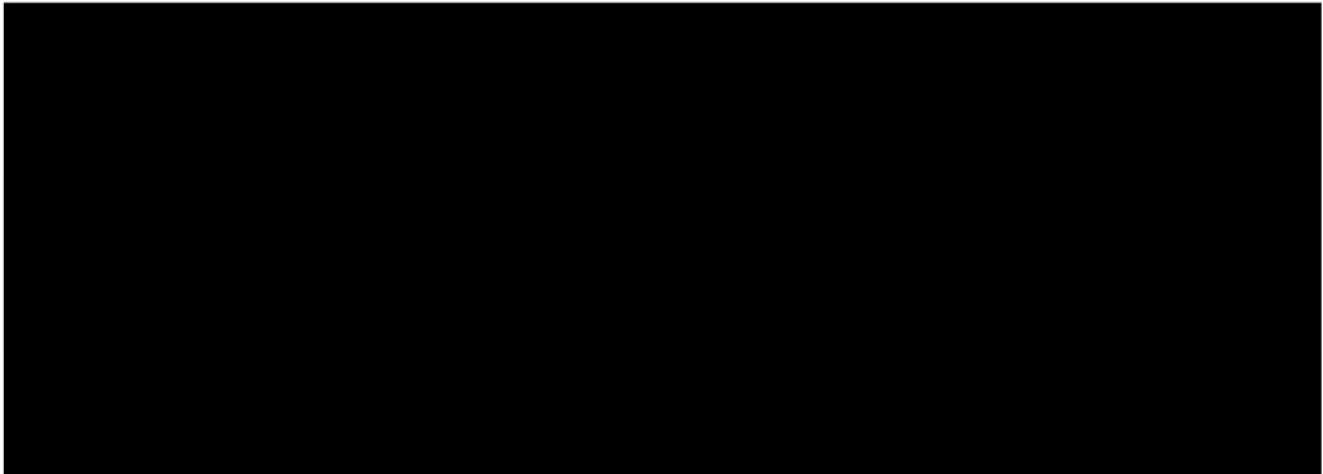
May 22nd Public meeting on Digital LiteracyMay 23rd WT update with INFC (see also debrief of meeting – attached)May 31st IGSC

Page 1 of 1

WEEKLY CALL WITH WATERFRONT TORONTO

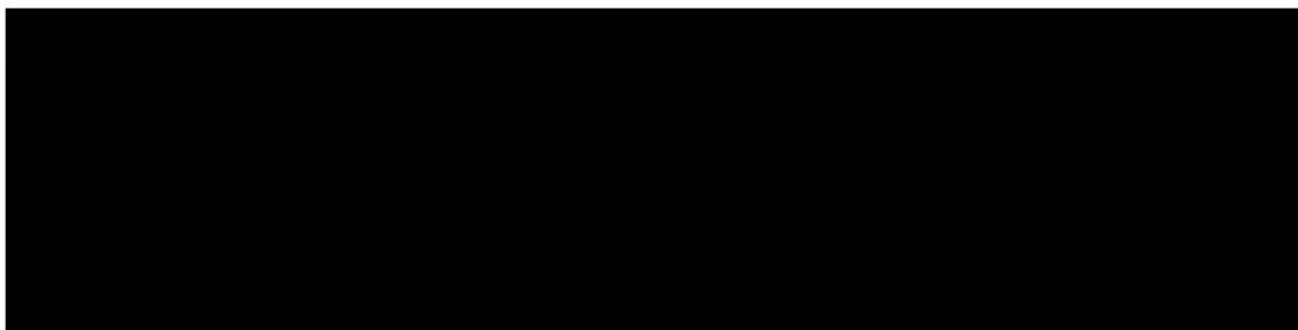
Monday, May 6, 2019

1. Background/Context



2. Key Questions

Debrief of WT/SLW recent meetings & MIDP timelines



ADM briefings

IP and Procurement – May 13th*Volume III revisited – May 28th*

Page 1 of 1



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BRIEFING NOTE TO THE MINISTER OF INFRASTRUCTURE AND COMMUNITIES**UPDATE ON QUAYSIDE PROJECT AT WATERFRONT TORONTO**

(For Information)

PURPOSE

- To provide an update on issues and timing with respect to completion and public release of a draft Quayside Master Innovation and Development Plan (MIDP).

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) continues to work with Sidewalk Labs (Sidewalk) as an innovation and development partner towards a proposed MIDP for the Quayside project.
- Since our last briefing to you on MIDP timelines (see Annex A), Waterfront and Sidewalk have continued to refine content of the various chapters of the MIDP and are working on an overall plan that both parties can agree on before putting out for public consultation and evaluation. They are now working towards a release to the public on or around June 24, 2019.
- Given that release of the MIDP has already shifted a few times, it is possible that publication of the MIDP could be pushed further into July, depending on the outcome of current discussions and negotiations, and how much redrafting is required, including amendments to the overall business case and financing plan.

- 
- The timing of any MIDP release will need to be approved by the Investment, Real Estate and Quayside Committee (IREQ), a sub-committee of Waterfront's Board. Considerations will include ensuring that the draft MIDP complies with and is within scope of the original RFP and the PDA, and meets public expectations in this regard. Approval in this sense only signals agreement to release a draft for consultation, not an endorsement of the proposals therein.

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- Waterfront is developing an evaluation framework through which it will review and assess the MIDP, as well as an engagement strategy for seeking broad public and stakeholder input. Once the consultation and evaluation period has concluded, Waterfront management will prepare a report, with recommendations, for its Board of Directors who will decide whether to pursue the MIDP or elements of the MIDP. The MIDP will also require the approval of Sidewalk's Board prior to both parties initiating implementation.
- As government officials have only been briefed at high level and have not yet seen the MIDP [REDACTED]
- Department staff are developing an internal workplan to prepare INFC and other departments as needed for MIDP roll-out, including coordinated communications to help frame the government's initial position on the MIDP draft, monitoring of the public engagement process and potential federal interests; and, coordination and alignment, where possible, with other government partners such as the province or city.

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection of Sidewalk to lead the creation of an MIDP for the Quayside site.
- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place.
- The draft MIDP will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and
 - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- Waterfront anticipates their next steps for roll-out of the MIDP to be as follows:
 - **June ~24:** public release of the MIDP
 - **June 24 – July 21:** public and stakeholder consultation
 - **August 1 – 31:** Waterfront and expert panel initial review, and return to Sidewalk on critical issues based on consultation feedback
 - **September 2019:** Sidewalk submits final MIDP to Waterfront
 - **Fall 2019:** formal evaluation and development of management report and recommendations for IREQ and then Board consideration
 - **December 2019:** Board meeting to discuss/agree on MIDP endorsement
 - **Winter 2020:** commence development of Implementation Agreements based on approved elements of the MIDP
- For its part, the City of Toronto Waterfront Secretariat is expected to submit a report to the City's Executive Committee in early June that would outline details of their own public consultation process, which would likely unfold in fall 2019. The document is also expected to outline the City's workplan for review of the final MIDP, which would culminate in a second report to the Committee, likely in spring 2020.
- Should the decision be made to pursue some or all elements of the MIDP proposal, implementation will be subject to multiple City planning approvals, given the City's role as a regulator, landowner, and provider of municipal infrastructure and services, as well as federal and provincial regulations as appropriate.

NEXT STEPS/RECOMMENDATION

- We will continue to keep you apprised of ongoing discussions and the planned release timing of the MIDP; and,
- We will schedule a briefing on the MIDP as a confirmed date approaches, and then share the proposal when received.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date



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BRIEFING NOTE TO THE MINISTER**UPDATE ON TIMELINES FOR QUAYSIDE MASTER INNOVATION AND DEVELOPMENT PLAN**

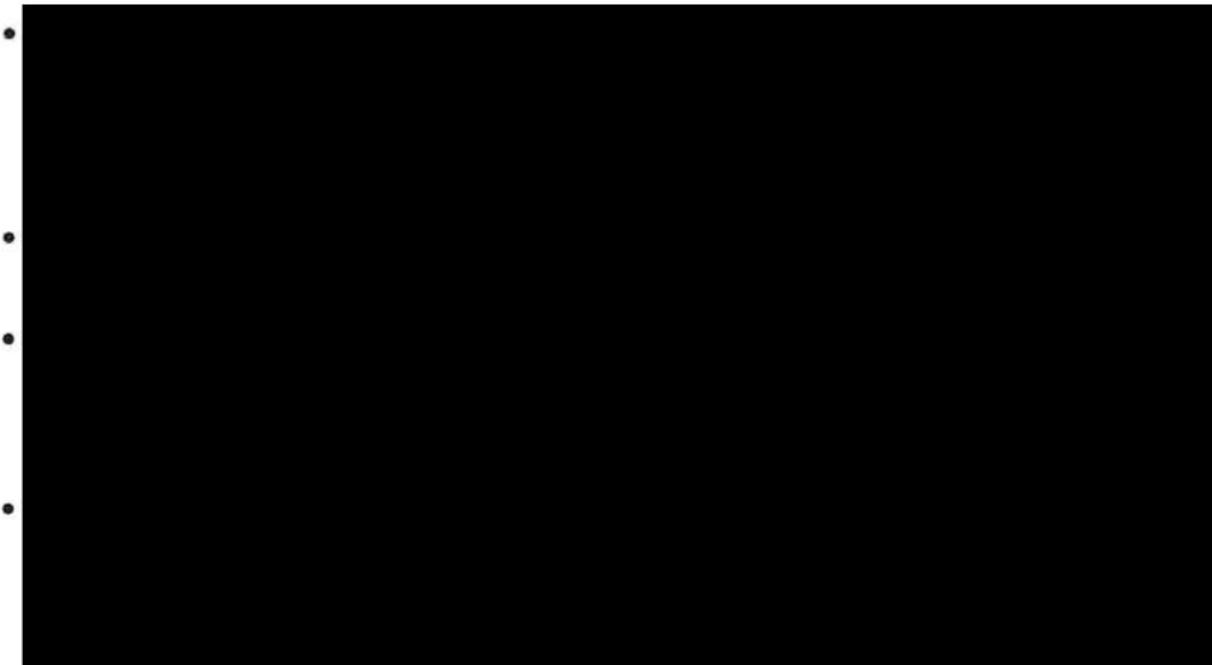
(For Information)

PURPOSE

- To provide an update and seek direction on revised timelines for completion of a draft Quayside Master Innovation and Development Plan (MIDP).

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) and Sidewalk Labs (Sidewalk) are working in partnership to develop a proposed MIDP for the Quayside project.
- At a public roundtable late last year, Waterfront presented a timeline showing that the draft Plan would be published towards the end of March 2019 after governments having several weeks to review before it is made public. However, development of the draft MIDP is proving to take longer than anticipated.
- Given longer than expected timeframes to receive a completed draft, Waterfront is now proposing that the MIDP be released concurrently to governments and the public in order to quickly begin public consultations.



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- [REDACTED]

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection of Sidewalk Labs to lead the creation of a Master Innovation and Development Plan for the Quayside site.
- The draft Plan will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and
 - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place.
- Waterfront is looking at ways to evaluate the Plan once it is made available, including with respect to, e.g., procurement, funding & financing, data governance, required government approvals, and alignment with Waterfront Toronto's main objectives for Quayside.
- As the Quayside proposal is just a plan, any individual components ultimately approved for implementation will be subject to multiple City planning approvals in particular, as well as provincial/federal regulations as appropriate.

NEXT STEPS/RECOMMENDATION

- [REDACTED]

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Mar 15/18
Date

**BRIEFING NOTE TO THE DEPUTY MINISTER****WATERFRONT TORONTO MINISTERIAL APPOINTMENTS**

(For Signature)

PURPOSE

- To propose a way forward for three upcoming vacancies for the federally-appointed board members of the Waterfront Toronto corporation.

HIGHLIGHTS/KEY CONSIDERATIONS

- There are three upcoming vacancies for the federally-appointed board members at Waterfront Toronto (Waterfront). Two terms are expiring on November 31, 2019 and one term is expiring the following month, on December 31, 2019.
[REDACTED]
- Over the next five years, Waterfront will manage a portfolio of projects that represent a significant phase in the revitalization of Toronto's waterfront, including the \$1.25 billion Port Lands Flood Protection Project that is now underway and expected to unlock the development potential of 290 hectares of prime land by 2023/24.
- Waterfront also continues to work with Sidewalk Labs (Sidewalk) as an innovation and development partner towards a proposed Master Innovation and Development Plan (MIDP) for the Quayside project.
- A draft of the MIDP is expected to be made public in the next several weeks, followed by extensive public and stakeholder consultation this summer, a formal evaluation by Waterfront over the fall, and the movement of a final management report and recommendations to the Waterfront board – possibly in December 2019.
- The partnership with Sidewalk and various aspects of the MIDP are raising complex public policy and infrastructure financing considerations that all parties will have to carefully navigate and assess. Given the complexity of the MIDP and the multiple players involved, adherence to these MIDP timelines could prove challenging and extend the process into 2020.
- Each of the federally-appointed board members play important roles on the various governance committees for Waterfront. These committees have significant responsibility in guiding strategy and authorizing investments for the Port Lands project, and will play a pivotal role in determining whether to endorse some or all aspects of the MIDP and initiate implementation of projects at Quayside, among other initiatives.

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CONFIDENTIAL

- Should any of the three expiring federal board positions go unfilled by December, this would create an imbalance with respect to representation of each order of government into the end of 2019/20.
- 

KEY BACKGROUND

- Waterfront Toronto is a corporation funded by three levels of government mandated with leading and implementing the Toronto Waterfront Revitalization Initiative. The *Toronto Waterfront Revitalization Corporation Act* (TWRC Act) sets out the authorities and accountability of the corporation. By-Law No. 1 is the general by-law of the corporation which governs Board activities.
- Waterfront's Board of Directors is composed of 12 Board members (four each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government.
- Ministerial appointments are made under the authority of the Minister of Infrastructure and Communities and do not require the approval of the Governor in Council. The appointment of a board member is done by way of a Ministerial letter.
- In 2016-2017, an internal INFC selection process was launched to fill the federal vacancies on the board, resulting in the current composition as follows:

Incumbent	Position	Nomination Date	Vacancy/Expiry Date
Janet Rieksts-Alderman	Director <ul style="list-style-type: none"> • Chair, Finance, audit and risk management committee • Member, Chairs committee 	December 1, 2016	November 31, 2019
Seavaun Palvetzian	Director <ul style="list-style-type: none"> • Chair, Stakeholder relations committee • Member, Chairs committee 	December 1, 2016	November 31, 2019
Mayzar Mortazavi	Director <ul style="list-style-type: none"> • Co-Chair, Investment, real estate & Quayside committee • Member, Chairs committee 	January 1, 2017	December 31, 2019
Jeanhy Shim	Director <ul style="list-style-type: none"> • Member, Finance, audit & risk management committee • Member, stakeholder relations committee 	June 7, 2017	June 6, 2020

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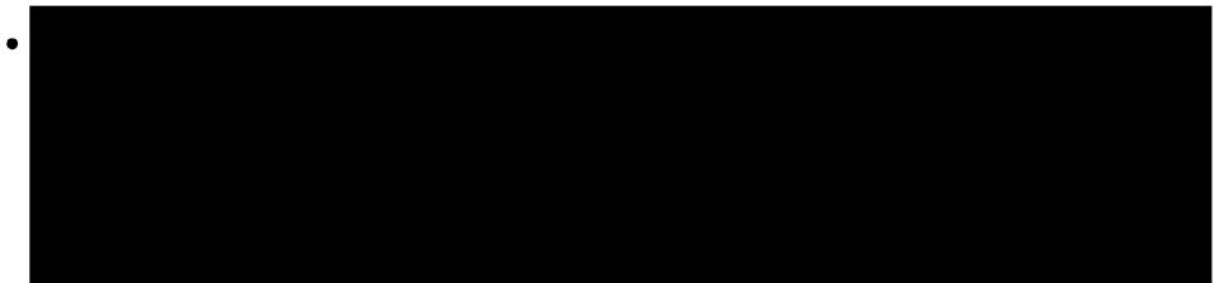
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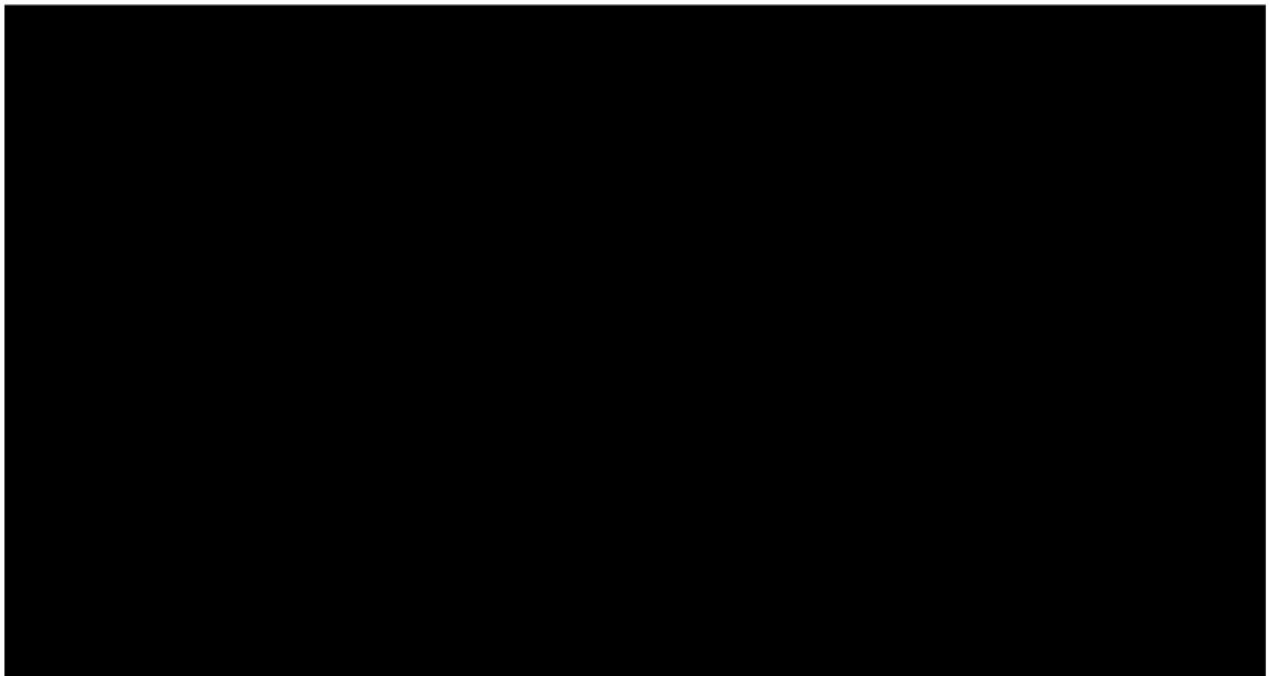
- The Government of Ontario appointed four new board members in February 2019 for a one-year term, following the findings of the December 2018 Ontario Auditor General's report and subsequent dismissal of all provincial board representatives.
- At the City level, Councilor Joe Cressy was appointed as the Mayor's designate to the board in December 2018 for a three year term. Of the three "public" positions, one is vacant and the two others expired on March 31, 2019. A process to fill these positions either through reappointment and/or with new candidates is currently underway and likely to be resolved by the end of July, before the summer break.

RECOMMENDATION(S)/NEXT STEP(S)

- In deciding to fill a position, the Minister may consider whether to reappoint based on past performance, launch a process for new candidates, select a candidate from an existing roster of pre-qualified individuals, or leave the position vacant.



- The following options to fill the upcoming vacancies were developed in collaboration with INFC's Portfolio Coordination Unit and in consultation with Legal Services:



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21(1)(a) & 21(1)(b)
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de la *loi sur l'accès à l'information***

- With your agreement, staff will prepare a briefing package for the Minister of Infrastructure and Communities based on these options and the recommendation as presented. We are available to brief if further discussion is required.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

I agree. I do not agree. For discussion.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

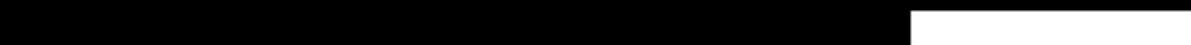
**BRIEFING NOTE TO THE DEPUTY MINISTER****WATERFRONT TORONTO MINISTERIAL APPOINTMENTS**

(For Signature)

PURPOSE

- To propose a way forward for three upcoming vacancies for the federally-appointed board members of the Waterfront Toronto corporation.

HIGHLIGHTS/KEY CONSIDERATIONS

- There are three upcoming vacancies for the federally-appointed board members at Waterfront Toronto (Waterfront). Two terms are expiring on November 31, 2019 and one term is expiring the following month, on December 31, 2019.

- Over the next five years, Waterfront will manage a portfolio of projects that represent a significant phase in the revitalization of Toronto's waterfront, including the \$1.25 billion Port Lands Flood Protection Project that is now underway and expected to unlock the development potential of 290 hectares of prime land by 2023/24.
- Waterfront also continues to work with Sidewalk Labs (Sidewalk) as an innovation and development partner towards a proposed Master Innovation and Development Plan (MIDP) for the Quayside project.
- A draft of the MIDP is expected to be made public in the next several weeks, followed by extensive public and stakeholder consultation this summer, a formal evaluation by Waterfront over the fall, and the movement of a final management report and recommendations to the Waterfront board – possibly in December 2019.
- The partnership with Sidewalk and various aspects of the MIDP are raising complex public policy and infrastructure financing considerations that all parties will have to carefully navigate and assess. Given the complexity of the MIDP and the multiple players involved, adherence to these MIDP timelines could prove challenging and extend the process into 2020.
- Each of the federally-appointed board members play important roles on the various governance committees for Waterfront. These committees have significant responsibility in guiding strategy and authorizing investments for the Port Lands project, and will play a pivotal role in determining whether to endorse some or all aspects of the MIDP and initiate implementation of projects at Quayside, among other initiatives.

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- Should any of the three expiring federal board positions go unfilled by December, this would create an imbalance with respect to representation of each order of government into the end of 2019/20.
- [REDACTED]

KEY BACKGROUND

- Waterfront Toronto is a corporation funded by three levels of government mandated with leading and implementing the Toronto Waterfront Revitalization Initiative. The *Toronto Waterfront Revitalization Corporation Act* (TWRC Act) sets out the authorities and accountability of the corporation. By-Law No. 1 is the general by-law of the corporation which governs Board activities.
- Waterfront's Board of Directors is composed of 12 Board members (four each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government.
- Ministerial appointments are made under the authority of the Minister of Infrastructure and Communities and do not require the approval of the Governor in Council. The appointment of a board member is done by way of a Ministerial letter.
- In 2016-2017, an internal INFC selection process was launched to fill the federal vacancies on the board, resulting in the current composition as follows:

Incumbent	Position	Nomination Date	Vacancy/Expiry Date
Janet Riekssts-Alderman	Director <ul style="list-style-type: none"> • Chair, Finance, audit and risk management committee • Member, Chairs committee 	December 1, 2016	November 31, 2019
Sevaun Palvetzian	Director <ul style="list-style-type: none"> • Chair, Stakeholder relations committee • Member, Chairs committee 	December 1, 2016	November 31, 2019
Mayzar Mortazavi	Director <ul style="list-style-type: none"> • Co-Chair, Investment, real estate & Quayside committee • Member, Chairs committee 	January 1, 2017	December 31, 2019
Jeanhy Shim	Director <ul style="list-style-type: none"> • Member, Finance, audit & risk management committee • Member, stakeholder relations committee 	June 7, 2017	June 6, 2020

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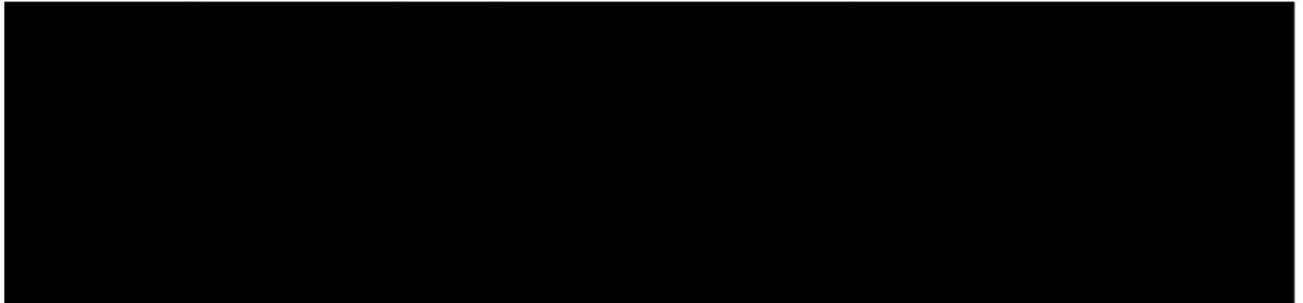
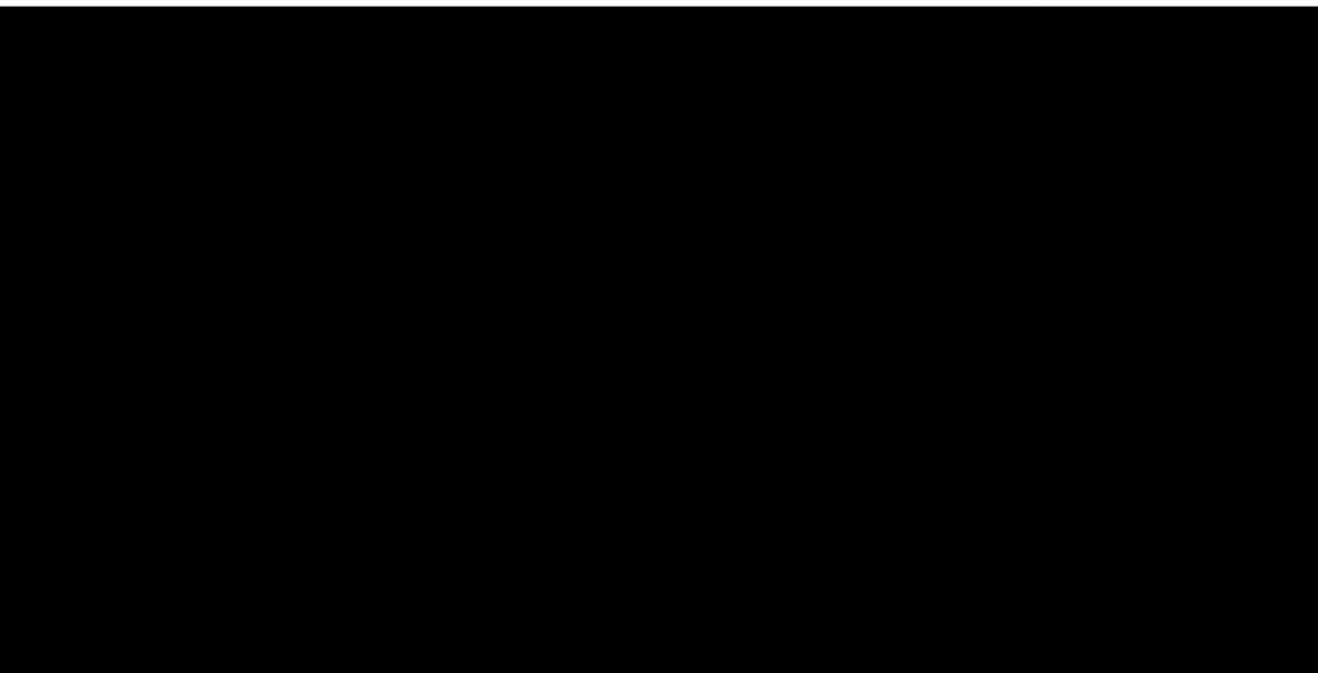
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- The Government of Ontario appointed four new board members in February 2019 for a one-year term, following the findings of the December 2018 Ontario Auditor General's report and subsequent dismissal of all provincial board representatives.
- At the City level, Councilor Joe Cressy was appointed as the Mayor's designate to the board in December 2018 for a three year term. Of the three "public" positions, one is vacant and the two others expired on March 31, 2019. A process to fill these positions either through reappointment and/or with new candidates is currently underway and likely to be resolved by the end of July, before the summer break.

RECOMMENDATION(S)/NEXT STEP(S)

- In deciding to fill a position, the Minister may consider whether to reappoint based on past performance, launch a process for new candidates, select a candidate from an existing roster of pre-qualified individuals, or leave the position vacant.

- 
- The following options to fill the upcoming vacancies were developed in collaboration with INFC's Portfolio Coordination Unit and in consultation with Legal Services:
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paragraphes
21(1)(a) & 21(1)(b)
de la *loi sur l'accès à l'information***

- With your agreement, staff will prepare a briefing package for the Minister of Infrastructure and Communities based on these options and the recommendation as presented. We are available to brief if further discussion is required.

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation

I agree. I do not agree. For discussion.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

**CONFIDENTIAL****ROUTE SLIP / BORDEREAU D'ACHEMINEMENT**

TO / À	NAME & DIVISON / NOM ET DIVISION	DATE	INITIALS / INITIALES
Analyst / Analyste			
Manager/ Gestionnaire			
(A)Director / Directeur (trice) par interim	Nancy Faraday-Smith		
Senior Director / Directeur (trice) principale	Lisa Mitchell		
Assistant Deputy Minister / Sous-ministre adjoint(e)	Glenn Campbell		
Consultations? In consultation with PCU	Caroline Douglas, Director General, Corporate Secretariat		

TOPIC (TITLE): WATERFRONT TORONTO MINISTERIAL APPOINTMENTS**KEY INFO:**

- **Urgency/due date:** not urgent
- **Link to other priorities:** [REDACTED]
- [REDACTED]

Canada



Infrastructure
Canada

PROTECTED B

BRIEFING NOTE TO THE MINISTER

**TORONTO WATERFRONT REVITALIZATION INITIATIVE:
DEBRIEF OF MEETING ON QUAYSIDE BUSINESS CASE**

(For Information)

PURPOSE

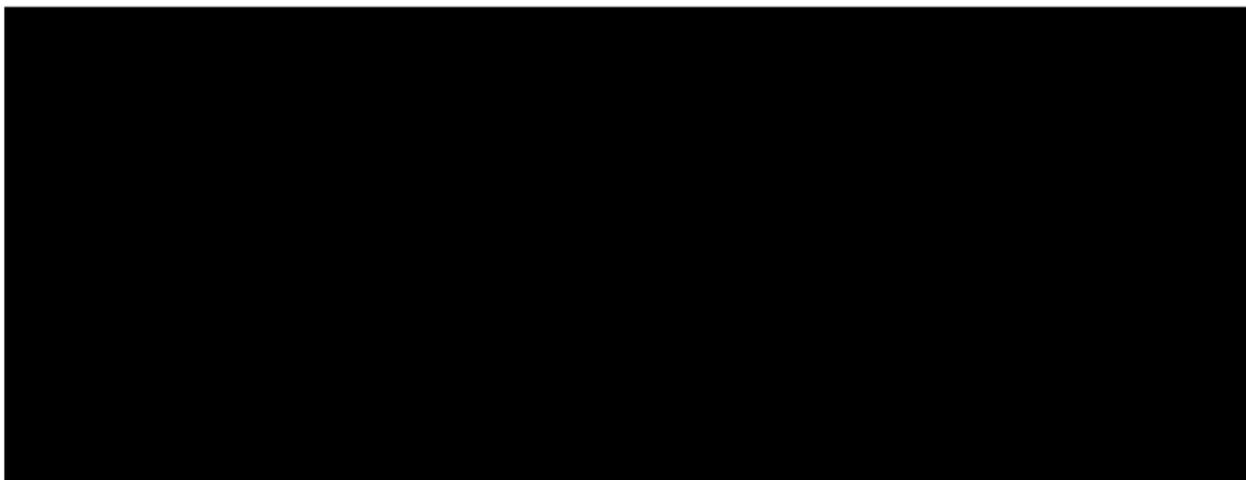
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MEETING SUMMARY

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PROTECTED B**KEY BACKGROUND**

- Since October 2017 Waterfront Toronto (an arms-length tri-government agency) and Sidewalk Labs (an Alphabet subsidiary) have been working in partnership to develop a proposed MIDP for the Quayside project.
- A draft MIDP is expected to become available in spring 2019 and will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and,
 - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- Once the MIDP is made available, government partners will review the proposal without prejudice to its consideration by Waterfront's independent Board of Directors, which must endorse the plan before it can be adopted and implemented.
- In the meantime, to help inform development of the MIDP, Sidewalk and Waterfront have been undertaking broad consultation with the public and external experts. Government partners have attended a number of these public engagement events to remain informed the process as it has been unfolding, and are also receiving high-level briefings from Waterfront on MIDP chapters as they come together.
- Waterfront is also independently engaging experts to provide guidance on key policy issues, such as creating an arms-length Digital Strategy Advisory Panel (DSAP) to advise on the use of innovative/smart technology and related implications for data collection, sharing and privacy at Quayside.
- As it is just a plan, individual components approved for implementation will subject to multiple City approvals and provincial/federal regulations as appropriate.

NEXT STEPS

- Infrastructure Canada will continue to engage with Waterfront on key aspects of the MIDP as it comes together while organizing at officials' level – within INFC and interdepartmentally – to review and comment on draft plan once it becomes available.
- We are available to meet with you on the Quayside project.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

Attachments:

Annex A – ADM Update on Volume III (Waterfront Toronto)
Annex B – Project Update, February 14, 2019 (Sidewalk Labs)

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pursuant to paragraphs
20(1)(b), 20(1)(c) & 20(1)(d)
of the *Access to Information Act***

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conformément aux dispositions des
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de la *loi sur l'accès à l'information***



BRIEFING NOTE TO THE MINISTER

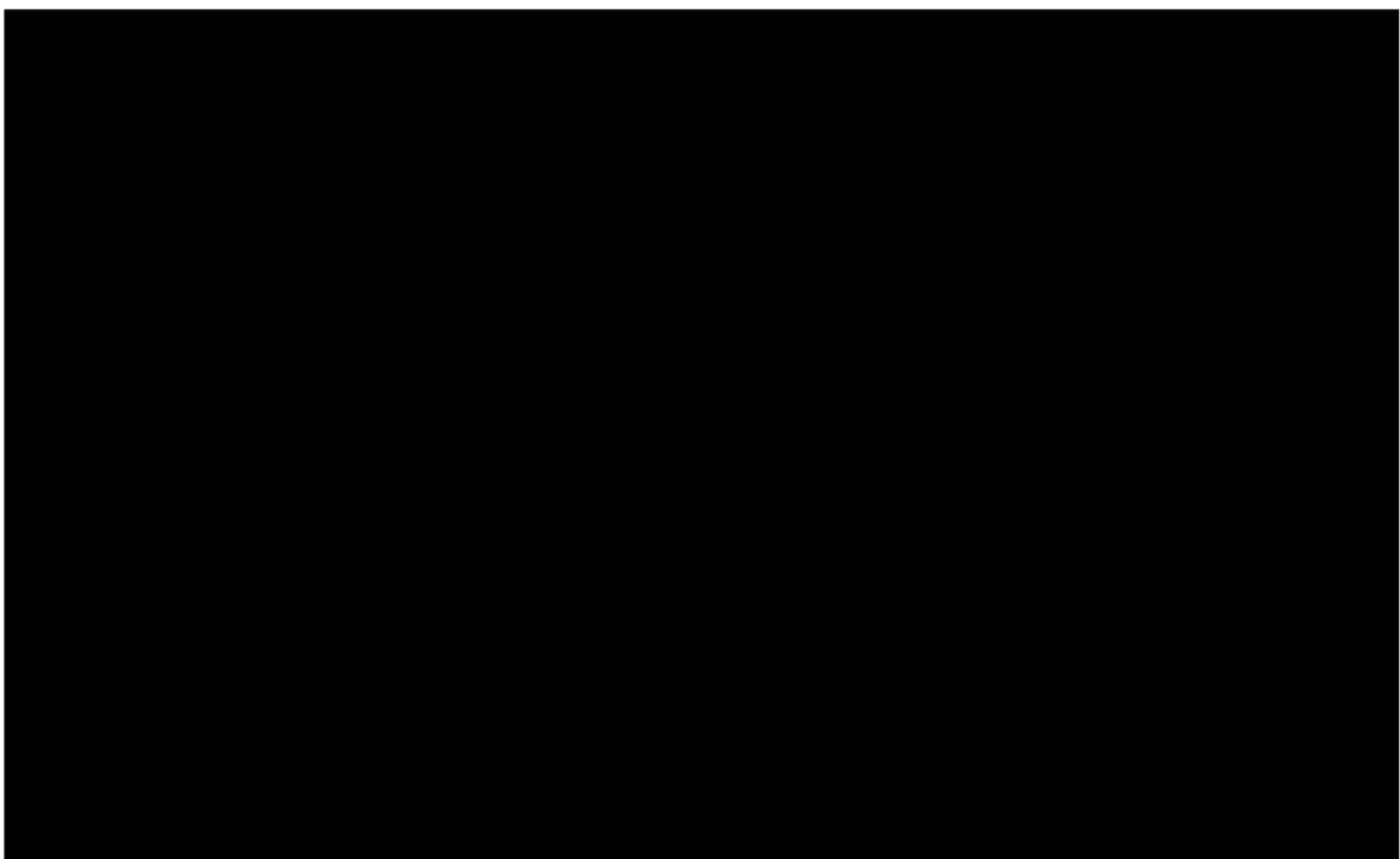
TORONTO WATERFRONT REVITALIZATION INITIATIVE: DEBRIEF OF MEETING ON QUAYSIDE BUSINESS CASE

(For Information)

PURPOSE

- To provide highlights of a recent briefing to senior tri-government officials on proposed business case elements for the Quayside project, and underline key messages conveyed by government partners.

HIGHLIGHTS/KEY CONSIDERATIONS



KEY BACKGROUND

- A draft Master Innovation and Development Plan (MIDP) is expected to become available in spring 2019 and will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and,

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- Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- Once the MIDP is made available, government partners will review the proposal without prejudice to its consideration by Waterfront's independent Board of Directors, which must endorse the plan before it can be adopted and implemented.
- The business case emerging from Sidewalk recasts the entire project as a 'scale play,' appearing to frame Quayside as economically viable only if taken in consideration with options to develop nearby Villiers Island (for a Canadian Google headquarters) and to horizontally develop a broad area of the Port Lands.
- Documents released publicly also include Sidewalk envisioning, at a high level, the types of roles it could play under its plan going forward (e.g. Planning Partner; Real Estate R&D and Economic Development Catalyst; Horizontal Development Partner, Advanced Infrastructure Facilitator; etc.) and how it may seek revenue, including by leveraging government tools for infrastructure finance/funding.
- As it is just a plan, individual components approved for implementation will be subject to multiple City approvals and provincial/federal regulations as appropriate.

NEXT STEPS

- Infrastructure Canada will continue to engage with Waterfront on key aspects of the MIDP as it comes together while organizing at the officials' level – within INFC and interdepartmentally – to review and comment on draft plan once it becomes available.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

Attachments:

Annex A – ADM Update on Volume III (Waterfront Toronto)
Annex B – Project Update, February 14, 2019 (Sidewalk Labs)

**BRIEFING NOTE TO THE MINISTER****UPDATE ON WATERFRONT TORONTO AND QUAYSIDE PROJECT**

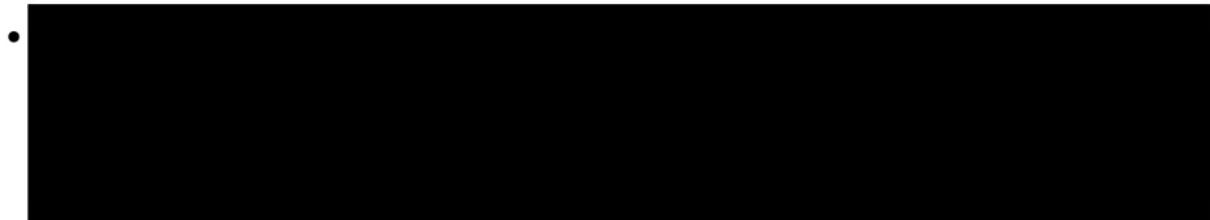
(For Information)

PURPOSE

- To provide an update on Waterfront Toronto and Sidewalk Lab's progress towards a Quayside project proposal.

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) and Sidewalk Labs (Sidewalk) are working in partnership to develop a proposed Master Innovation and Development Plan for the Quayside project.
- The draft Plan, which Waterfront and government partners have not yet seen, is expected to become available in spring 2019 and will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and,
 - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- In the meantime, to help inform development of the Plan, Sidewalk and Waterfront have been undertaking broad consultation with the public and external experts. Government partners have attended a number of these public engagement events to remain informed the process as it has been unfolding.
- Waterfront and Sidewalk have also provided some context briefings to the three orders of government which have similarly previewed elements of the Plan. These have touched upon Sidewalk's thinking around affordable housing, mobility public realm & buildings, sustainability, economic development and data governance.



- More broadly, Waterfront is looking at ways to evaluate the Plan once it is made available, including with respect to, e.g., procurement, funding & financing, data governance, required government approvals, and alignment with Waterfront

Toronto's main objectives for Quayside. At a December 2018 Public Roundtable, Waterfront previewed its proposed evaluation framework, which continues to evolve.

- As the Quayside proposal is just a plan, any individual components ultimately approved for implementation will be subject to multiple City planning approvals in particular, as well as provincial/federal regulations as appropriate.

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection of and later signing of a (publicly available) Plan Development Agreement with Sidewalk Labs which sets out objectives and basic terms and principles for developing a plan for Quayside, as well as contemplation of "plans at scale".
- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place.
- INFCC has been working closely with Innovation, Science and Economic Development to leverage their expertise with respect to data governance and privacy. The results of the National Consultation on Digital and Data Transformation, led by Minister Bains, are expected to help position and contextualize the federal government's review of these aspects of the Plan.

NEXT STEPS

- Infrastructure Canada will continue to engage with Waterfront on key aspects of the Plan as it comes together, and looks forward to working with government partners on review of the proposal without prejudice to its consideration by Waterfront's independent Board of Directors, which must endorse the Plan before it can be adopted and implemented.

Kelly Gillis Deputy Minister Infrastructure and Communities	Date
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Attachments:
Annex A – Project Update, February 14, 2019 (Sidewalk Labs)

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ROUTE SLIP / BORDEREAU D'ACHEMINEMENT

TO / À	NAME AND DIVISON / NOM ET DIVISION	ACTION	INITIALS / INITIALES
Analyst / Analyste	Shawn Tippins	Draft note/reply / Rédiger la note/réponse	
Manager / Gestionnaire		Review / Révision	
Director / Directeur(trice)	Nancy Faraday-Smith	Approval / Approbation	
Director General / Directeur(trice) général(e)		Approval / Approbation	
Legal Services (if required) / Services juridiques (au besoin)		Approval / Approbation	
Assistant Deputy Minister / Sous-ministre adjoint(e)	Glenn Campbell	Approval / Approbation	
Executive Correspondence Unit (if required) / Unité de la correspondance de la haute direction (au besoin)		Review / Révision	
Chief of Staff to the DM / Chef de cabinet du/de la SM	Jennifer Eyre	Approval / Approbation	
Deputy Minister / Sous-ministre	Kelly Gillis	Information or/ou Signature	

➤ **Consultations?** Yes / Oui (see below / voir ci-dessous)
 No / Non

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**BRIEFING NOTE TO THE MINISTER****UPDATE ON WATERFRONT TORONTO AND QUAYSIDE PROJECT**

(For Information)

PURPOSE

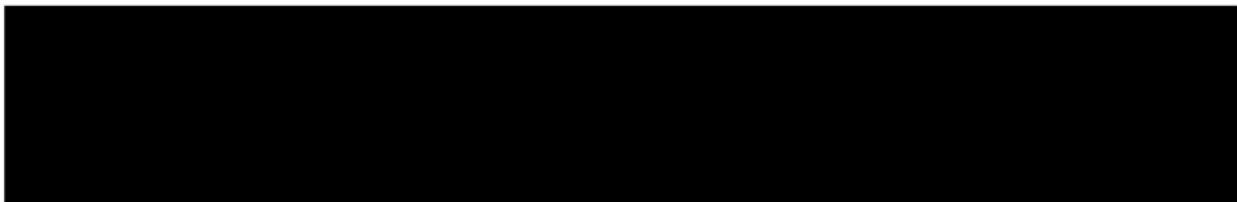
- To provide an update on Waterfront Toronto and Sidewalk Lab's progress towards a Quayside project proposal.

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) and Sidewalk Labs (Sidewalk) are working in partnership to develop a proposed Master Innovation and Development Plan for the Quayside project.
- The Plan, which Waterfront and government partners have not yet seen, will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and,
 - Roles and responsibilities, business terms, and financial/commercial considerations.
- Waterfront is expecting to receive the Plan in March. The timing of a public release by Waterfront is shifting and will depend on when they receive the Plan and deem it ready for broad review. There is a question as to whether governments will see the Plan only at the same time as it is released publicly.
- In the meantime, to help inform development of the Plan, Waterfront and Sidewalk have been undertaking broad consultation with the public and external experts. Government partners have attended a number of these public engagement events to remain informed on the process as it has been unfolding.
- Waterfront and Sidewalk have also provided context briefings to the three orders of government which have similarly previewed elements of the Plan. These have touched upon Sidewalk's thinking around affordable housing, mobility public realm, buildings, sustainability, economic development and data governance.

- [REDACTED]

[REDACTED] This material included some preliminary ideas around business and financing models that Sidewalk is exploring for the development of Quayside.

PROTECTED B

- Waterfront is looking at ways to evaluate the Plan once it is received, both for itself as well as the public, including with respect to adherence to the objectives set out in the original RFP and the Plan Development Agreement that followed.
- At a December 2018 Public Roundtable, Waterfront previewed its proposed evaluation framework. This illustrated how they might look at key aspects of the Plan, such as procurement, funding & financing, data governance, required government approvals, and alignment with their main objectives for Quayside. The framework continues to evolve as Waterfront seeks external expertise and advice.
- Government partners are also determining their respective approaches to reviewing the Plan and how to support Waterfront in its evaluation in advance of the Plan going to Waterfront's Board for approval. As the Quayside proposal is just a plan, any individual components ultimately approved for implementation will be subject to multiple City planning approvals in particular, as well as provincial/federal regulations as appropriate.

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection and later signing of the (publicly available) Plan Development Agreement with Sidewalk Labs, which sets out objectives and basic terms and principles for developing a plan for Quayside on a specific 12-acre site, and allows some scope to offer ideas for plans “at scale”.
- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place. Waterfront must also ensure that the Plan is meeting the terms of its own RFP process, and identify things being proposed that may require policy changes by the three orders of government.
- INFC has been working closely with Innovation, Science and Economic Development (ISED) to leverage their expertise with respect to data governance and privacy. ISED has been kept regularly informed of Quayside developments and invited to various public engagement events. The results of the National

Consultation on Digital and Data Transformation, led by Minister Bains, are expected to shape the Government of Canada's review of the tech aspects of the Plan.

NEXT STEPS

- Infrastructure Canada will continue to support Waterfront Toronto through this process and engage with them on key aspects of the Plan as it comes together.
- The Department stands ready to receive and share horizontally the Plan and provide you with an overview once we receive it.
- We will keep you apprised of public review outcomes and Waterfront's timeline for bringing the Plan forward to its Board for consideration.

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

Attachments:
Annex A – Project Update, February 14, 2019 (Sidewalk Labs)



Project Update

February 14th, 2019



This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders, to be included in the DRAFT Master Innovation and Development Plan (MIDP) to be submitted to Waterfront Toronto. However, all such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.

Sidewalk Labs proprietary. Subject to provision and review of business plan.

Key Objectives

Waterfront Toronto, the three levels of government, and Sidewalk Labs have certain objectives that must be aligned in order to unlock the Eastern Waterfront and enable the city to realize the area's untapped potential.

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



What We've Heard: Policy Objectives

- **Strong economic growth and thousands of new jobs** while protecting existing industries in the Eastern Waterfront, including film
- **Substantial increase** in affordable housing
- **A series of other public policy outcomes** to address certain urban challenges, including sustainability and congestion

What We've Heard: Deal Objectives

- **Build off success**—prove the model
- **Adequate government control** to ensure the best outcomes for citizens
- **Ensure the local development community** plays a prominent role in developing the Eastern Waterfront
- **Appropriate standard** for data and privacy

Sidewalk Labs Objectives

- **Sufficient scale** to achieve its objectives and prove the ability of its approach to positively impact urban quality of life
- **Adequate return** on its investment

What Sidewalk Can Uniquely Bring

Sidewalk was formed to function at the intersection of urban planning, technology, and policy. The team we have brought together and the operating model we have developed reflect a unique set of capabilities.

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Approach to Innovation, incorporating both physical planning and a technology roadmap, that includes a series of key innovations and technologies while creating the conditions for others to build on

Investment in Economic Development

including the catalytic impact of Google jobs, and support for an urban innovation cluster

Patient Capital that has a different return profile and objectives than both traditional real estate and traditional venture investing, enabling more robust R&D than typical urban development

Innovative Infrastructure Financing that fills a gap in the capital markets, and creates a path for infrastructure delivery that both proceeds at a rapid pace and achieves ambitious sustainability and quality of life goals



Sidewalk Labs proprietary. Subject to provision and review of business plan.

Sidewalk as Catalyst

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Sidewalk Labs aims to fill gaps that the public and private sectors are currently unable to fulfill themselves, to help deliver a series of outcomes that meet the shared objectives of all stakeholders. This reflects the feedback we have received from stakeholders in Toronto—to act as catalyst and do the minimum amount necessary for the project to flourish while creating the conditions for others to build on.

SIDE WALK LABS

Innovation Proofs of Concept
on a new set of programmatic opportunities and technologies, including buildings, by taking the initial risks that run counter to current market forces.

A New Economic Engine for Toronto
catalyzed by a commitment of Google Jobs and the seed funding for an Urban Innovation Institute, that becomes the home of a global cluster in urban innovation.

A New Standard for Affordable Housing
that serves the need of a more diverse set of residents and enables more inclusive mixed-use communities.

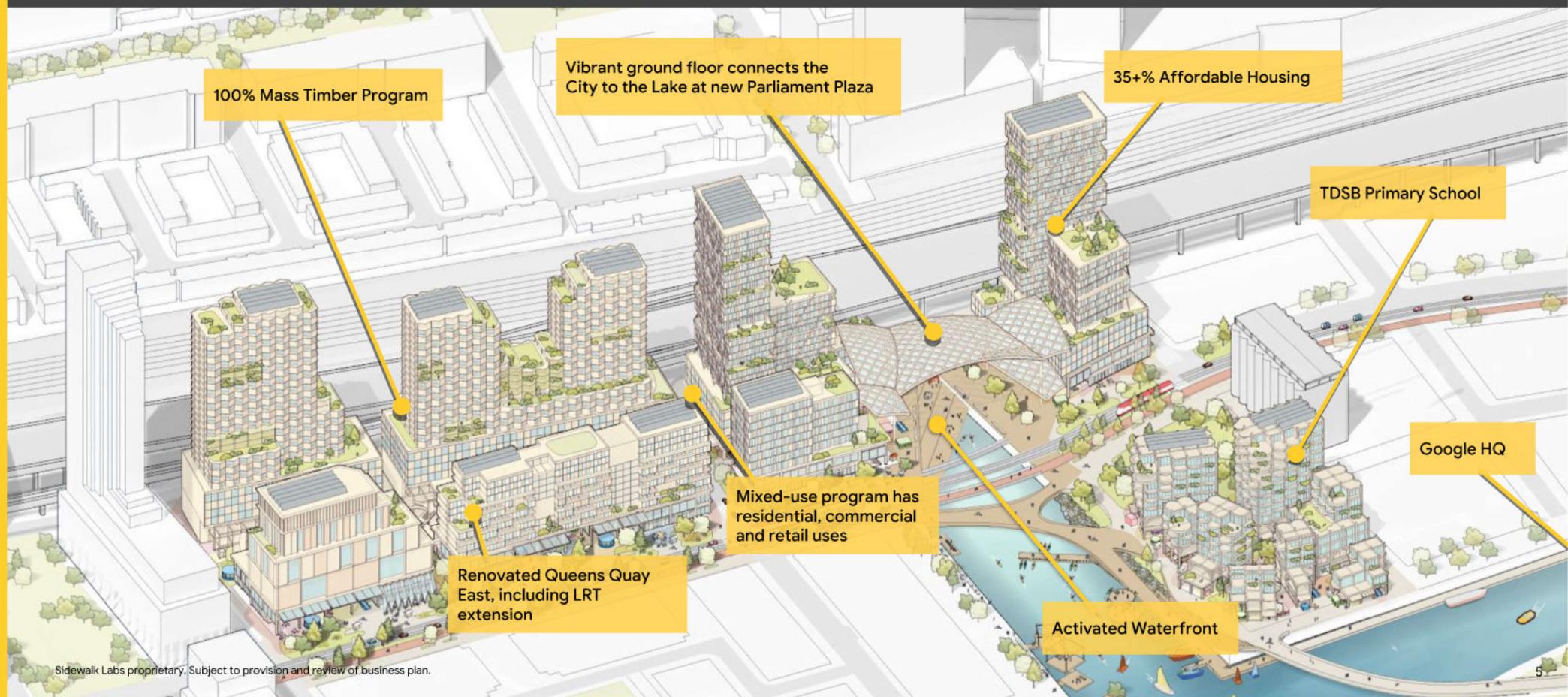
A New Standard for Data and Privacy
including the establishment of an independent Civic Data Trust, which we hope will serve as model of urban innovation around the world.

Enabling Infrastructure
including LRT and next generation district utility systems, spurring outsized impact on quality of life, accelerating development, and creating more robust economic growth.

New Approaches to Urban Development

Quayside will be the beginning of a new approach to urban development on Toronto's Eastern Waterfront that sets a new standard for urban development in the 21st century.

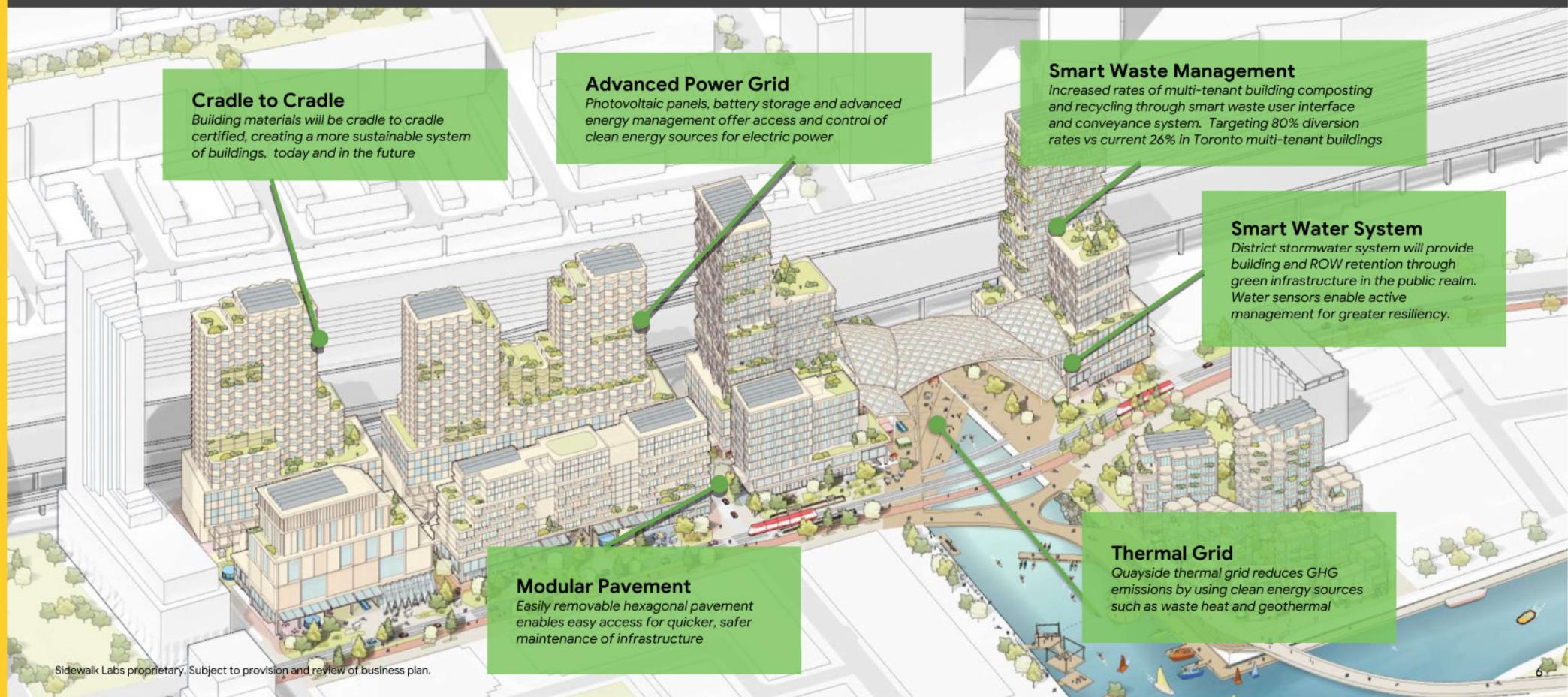
This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Starting the Path to Climate Positive

At Quayside, Sidewalk Labs will invest in a series of innovations that drastically reduce the level greenhouse gas (GHG) emissions, enable smarter management of resources, and reduce the cost of future upgrade and maintenance to the system.

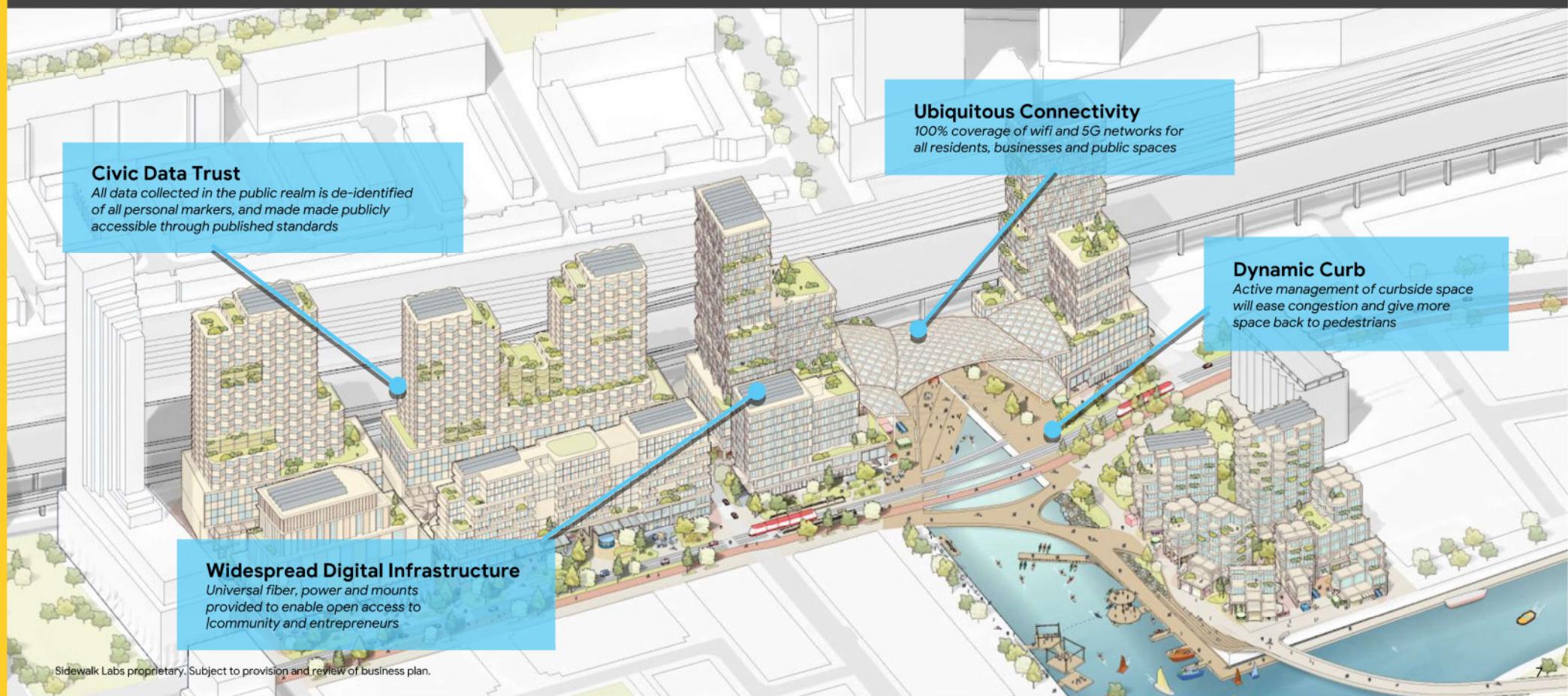
This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Piloting Digital Innovations

Quayside will be a fully connected neighbourhood and a testbed for digital innovations within Sidewalk Toronto's responsible data use framework.

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.

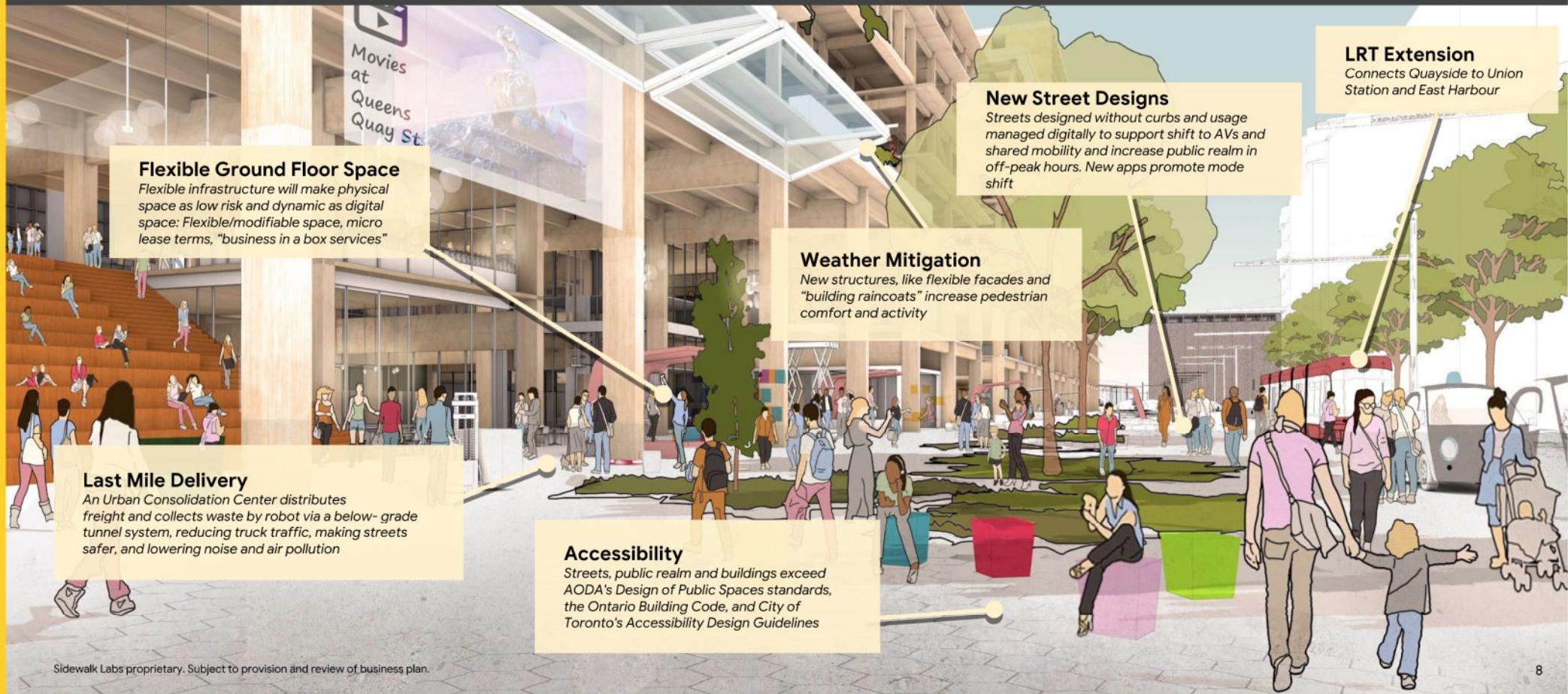


Testing New Mobility & Enhanced Public Space

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Innovations in mobility management and building systems, combined with great urban design will create porous ground floor space that breaks down barriers between different uses and prioritizes the pedestrian experience.



Sidewalk Labs proprietary. Subject to provision and review of business plan.

A New Economic Engine for Toronto

We believe the project can make Toronto the global hub in the field of urban innovation, catalyzing thousands of new jobs and generating billions in investment.

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.



Economic growth within the project geography, and Toronto more broadly, would be driven by a series of key components:

- Significant increase in Google jobs over 10 years in the Eastern Waterfront as an initial catalyst
- An Urban Innovation Institute, leveraging the unique physical and digital infrastructure in Sidewalk Toronto to do cutting edge research, incubate new startups, and cultivate the next generation of urban innovators, would be a second catalyst. Sidewalk is prepared to make an initial seed investment to create the Institute.
- Together these two catalysts will spark a **cluster in urban innovation**, drawing entrepreneurs and companies from around the world to the laboratory on Toronto's Eastern Waterfront
 - **EXAMPLE: Sidewalk's commitment to Mass Timber** would accelerate step-change growth in the forestry, design and timber manufacturing industries
 - **EXAMPLE: Sidewalk's unique approach to ground floor space**, a flexible building system we call "Stoa", would enable a unique range of ground floor uses that encourage small business and entrepreneurship growth within mixed-use neighbourhoods
-
- Sidewalk has commissioned an independent third party, UrbanMetrics, to complete an **Economic Impact Report on the Sidewalk Toronto Project**, which will include estimates for job creation, both construction and ongoing investment, GDP growth, and incremental city revenues. We look forward to sharing that report upon its completion.

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Google Canadian HQ

An new economic cluster on the Eastern Waterfront would be anchored by a significant commitment of Google jobs located at a campus on Villiers Island.

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We have explored a series of design options for a Google Campus, including an approximately 1.5M–2M SF location on the western side of Villiers Island, located on a planned LRT stop.

This campus would have seats for a significant increase of Google jobs.

Within a brand new campus we imagine including a 600K–1M SF headquarters, integrated with a mix of other uses and amenities (commercial partners, retail, education, non-profit).



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A New Standard for Affordable Housing

Our targets for affordable housing on Quayside and Villiers West would increase the provision of affordable housing by almost 4x compared to usual waterfront development in Toronto, and serve a much broader portion of the population.

More Affordable

40% Below Market Housing



COMPARE TO
8% of total Toronto
housing stock as affordable
and social housing



COMPARE TO
<1% of total Toronto
housing stock as affordable
homeownership today

More Options

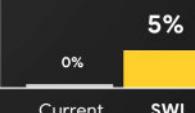
Purpose-Built Rental Housing



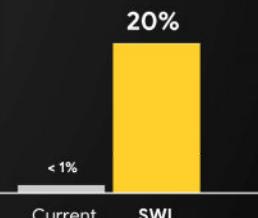
Family Housing 2-BR+



Co-living For singles, families & seniors



Middle-income housing Rental, affordable homeownership, shared equity



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A New Standard for Data and Privacy

Data can play a role in improving the day-to-day operation of the neighbourhood, leading to a more sustainable, accessible and responsible place to live. Sidewalk Labs will receive no special treatment and will not sell personal information or use it for advertising purposes.

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Civic Data Trust

An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Labs.

RDUA

Responsible Data Use Assessment

Publicly auditable assessment for all public and private digital services required before data is collected and used.

A New Global Standard for the Use of Urban Data

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Open Standards

Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation.

RDU Guidelines

Responsible Data Use Guidelines

Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation.

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Quayside in Context

The economic and conceptual viability of many elements of the Quayside site plan may only be possible at a larger scale.

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Thinking at Scale

- From the RFP through the PDA, Waterfront Toronto has always sought solutions to address how we can maximize the impact of the shared objectives of the City, Province, Waterfront Toronto, and Sidewalk Labs, and we have responded as such.
- We believe that while Quayside will be an impactful starting point, scale actually plays a significant role because:
 - The impact of each individual innovation increases (for example, additional affordable housing, greater synergies in cutting carbon emissions, greater ability to reduce car trips, greater catalyzation of the tall timber industry)
 - Greater scale than 12 acres is likely needed given the initial investment in prototypes at Quayside
 - Holistic thinking is what can accelerate the provision of infrastructure on the Eastern Waterfront, and more quickly unlock the value of the Port Lands envisioned in the Port Lands Planning Framework
- Scale means different things for different outcomes and investments.

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Impacts that Can Only Be Achieved with Scale

The impact of Individual systems increases exponentially as the scale of the project increases.

Buildings	Mobility	Active Ground Floor	Sustainability	Freight
Meaningful reductions in costs (critical to achieving aggressive housing affordability savings) using factory-built timber buildings only works at scale.	AVs only work at scale, enabling the achievement of mobility-as-a-service and lower family transportation costs	Retail model enabling a much more dynamic retail environment and opportunity for small business built on Stoa and new building typologies only works at scale.	Achieving climate positive and building savings in energy costs with the thermal grid only are achieved at scale.	Business model for an Urban Consolidation Center and freight tunnels works at scale

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Transaction Principles

In designing a conceptual framework for an overarching transaction, Sidewalk Labs has followed a set of principles designed to meet all parties' objectives.

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Transaction Principles

- Design a “win-win” structure in which the economic incentives for government and Sidewalk are aligned and transparent
- Ensure that experimentation and prototyping remain core to the project, while protecting government and the public from unreasonable downside risk
- Limit Sidewalk’s role to the minimum amount necessary needed for the project to achieve its objectives to the fullest, and ensure third-party participation—particularly in real estate development
- Create a structure that enables Sidewalk to shoulder the burden of upfront risk, and be compensated in later stages
- Whenever possible, create discrete deal components in order to simplify and de-risk the transaction
- Whenever possible, utilize financing and implementation mechanisms based on precedents that have been validated previously, particularly in Toronto
- Incorporate stage gates and specific metrics for accountability

An IDEA District on the Eastern Waterfront

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The City of Toronto would create an “Innovative Development and Economic Activation District” —an IDEA District— corresponding to the project geography, to create the governance necessary to implement the Project. Waterfront Toronto would be the administrator of this district.

The IDEA District would leverage the combination of three elements to deliver on the project's public policy objectives:

1. A newly empowered Waterfront Toronto in an oversight and administrative role
 - Defined mission to promote innovation and development within the geography, and the mandate to oversee and steer key real estate, infrastructure, and technology decisions.
 - To be effective, this administrator must be accountable to the public; receive well-defined powers over development activity and the deployment of infrastructure within the jurisdiction; and engage seamlessly with other government agencies.
2. A custom set of regulatory, and policy tools—“An Innovation Framework”
 - A set of regulatory and policy tools (across categories like mobility, sustainability, housing, buildings) designed to foster the necessary conditions for delivering on the promise of the MIDP and using its success as a catalyst for spurring economic growth throughout the waterfront
 - 3 categories of reforms: (1) targeted relief from requirements (e.g., reduce parking requirements); (2) enhanced requirements for new developments (e.g., on-going performance targets related to carbon emissions); (3) legal authorization for management entities (e.g., a non-profit public realm management entity)
3. A special set of financing tools that enable the project to leverage its own value for implementation.
 - Financing tools could address project value created through development charges, incremental property tax, and increased land value

All three levels of government would determine the contours of the IDEA District in the course of its establishment.

As Innovation and Funding Partner to Waterfront Toronto, Sidewalk Labs would assist in achieving ambitious policy goals and accelerate development throughout the IDEA District.

Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (Summary)

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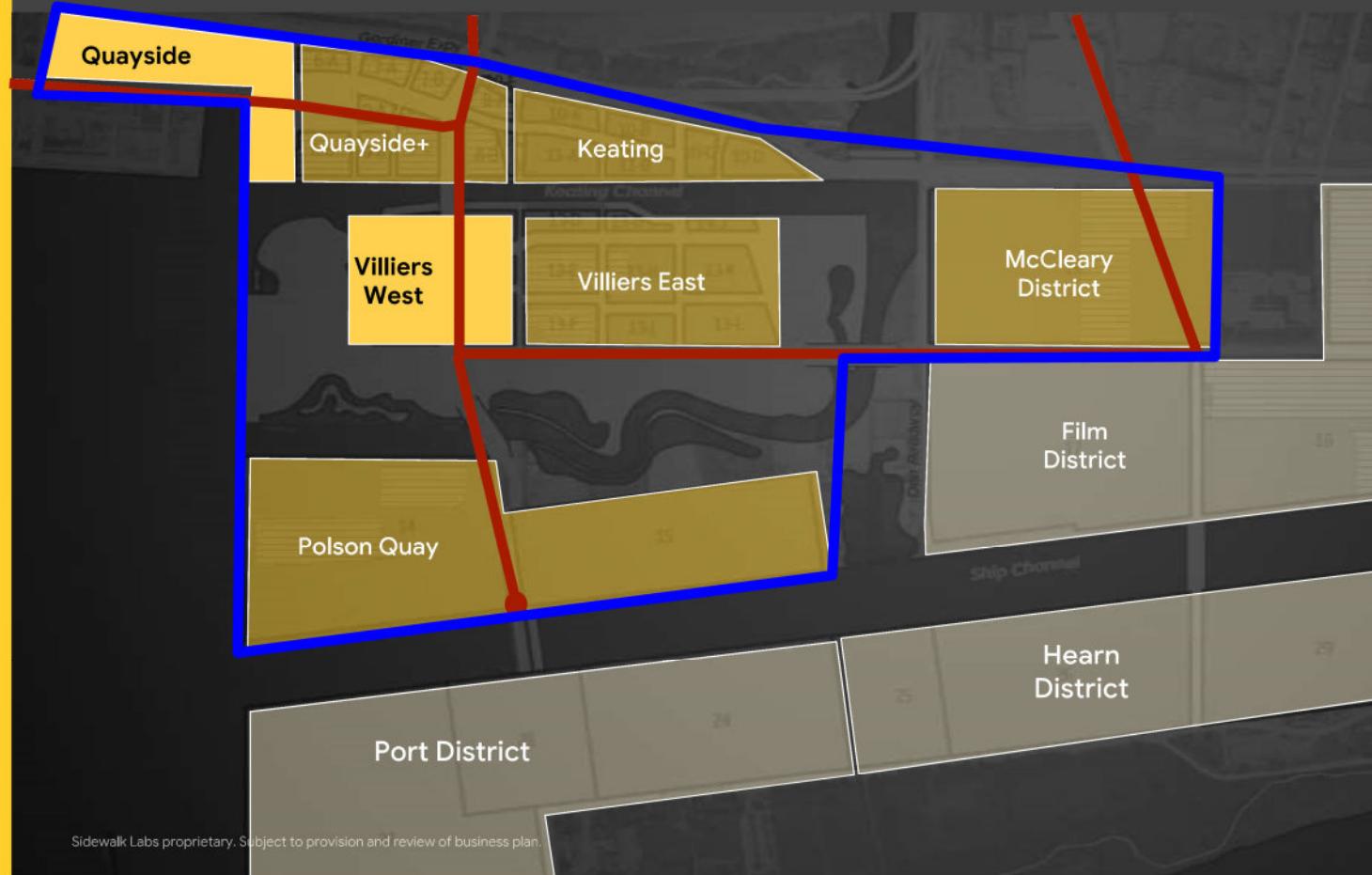


As Innovation and Funding Partner, Sidewalk Labs' role—and corresponding business models—is best summarized in discrete components:

1. Planning Partner
2. Real Estate Research and Development
3. Real Estate Economic Development Catalyst
4. Infrastructure Financing
5. Horizontal Development Partner
6. Advanced Infrastructure Facilitator
7. Technology Deployment
8. Investments in Economic Development
9. Value Sharing

Project Concept

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PROJECT SCOPE

Phase 1 (Quayside)

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

East Port

Phase 1+2 (Complete Project)

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"

IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

Note: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, only ~15% of the total project

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (1 of 4)

Role		Description	Business Model
1	Planning Partner	<p>In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA District Administrator during the planning phases for each neighbourhood. This would include collaboration on:</p> <ul style="list-style-type: none"> The overarching Innovation Framework and updates, Precinct Plans, Master Infrastructure Plans, guidelines for individual parcels and development agreements with third-party real estate developers 	<ul style="list-style-type: none"> Contractual relationship with Waterfront Toronto Sidewalk Labs to receive payment for its advisory role
2	Real Estate Research and Development	<p>In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 3.0M SF at Quayside. The explicit mission of this development would be to prototype innovations or programmatic decisions that would achieve WT's objectives, but, because they go against market pressures, would likely lead to a below market return. The current development plan includes approximately 3,000 units of housing (40% below market), room for 3,900 jobs, buildings entirely of tall timber, an expanded park network including the proposed Silo Park, a renovated Parliament Slip, and next generation infrastructure systems including: digital electricity, a thermal grid, and consolidated waste removal.</p>	<ul style="list-style-type: none"> Traditional real estate development economics Land price to be negotiated with Waterfront Toronto Profit-sharing with Waterfront Toronto if returns exceed certain threshold
3	Real Estate Economic Development Catalyst	<p>In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 2.7M SF at Villiers West, relocating Google's Canadian HQ to the site. The explicit mission of this development would be to create outsized economic growth through the relocation of the Google HQ into a mixed-use, open campus with multiple corporate tenants.</p>	<ul style="list-style-type: none"> Traditional real estate development economics Land price to be negotiated with WT / City Profit-sharing with WT / City if returns exceed certain threshold

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (2 of 4)

Role	Description	Business Model
4 Infrastructure Financing	<p>In this role, Sidewalk Labs would fill a critical financing gap needed to deliver the full suite of infrastructure systems necessary to develop Quayside and the Eastern Waterfront on an accelerated schedule and achieve Waterfront Toronto's sustainability objectives.</p> <p>Even beyond the in-progress \$1.2B Don Mouth Naturalization Project flood protection, billions of additional investment in enabling infrastructure—LRT, plus systems like electricity, heating, water and sewage, road networks, and fiber, new parks and public space, and extensive environmental remediation—would be necessary for complete communities to grow on the waterfront.</p> <p>Were the status quo to proceed, this infrastructure would likely be implemented piecemeal and incrementally, as funding became available through either government allocations or as City Development Charges were realized in initial phases of Eastern Waterfront development.</p> <p>Sidewalk estimates that if Toronto were to create a "value-capture zone" in which Development Charges and incremental property taxes were reserved for this specific geography, it could generate ~\$6B in value from the Project to pay for necessary infrastructure over the next ~30 years.</p> <p>However, these traditional sources will not be available at the time needed to construct this infrastructure at the pace and scale required to deliver the outcomes WT desires, nor to achieve some of the more ambitious policy objectives.</p> <p>As such, Sidewalk Labs will bridge this gap in two ways:</p> <ol style="list-style-type: none"> 1) Providing financing in advance of public funds being available for infrastructure projects like the LRT, parks, and utility systems. 2) Providing OPTIONAL "stapled financing" for Advanced Infrastructure systems that require innovative funding and operational models to achieve policy objectives 	<p>1) Sidewalk would be paid back on all equity commitments used to bridge the gap between the time funds were needed to begin construction and funds were available from the project</p> <p>A financing fee would be applied to these funds</p> <p>The funds used to pay back Sidewalk in this capacity would be either the Development Charges or Incremental Property Taxes allocated to fund the associated infrastructure project</p> <p>2) Advanced Infrastructure Systems would be operated through third-party entities, often in partnership with current operators (like Toronto Hydro).</p> <p>Third-parties operators would be chosen by an open RFP process, and all respondents would have the OPTION of choosing to use Sidewalk Labs-provided funding as part of their approach.</p> <p>Sidewalk would receive contractual-based market economics if respondents elected to use this "stapled financing."</p>

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (3 of 4)

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Role	Description	Business Model
5 Horizontal Development Partner	<p>In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA District Administrator during the infrastructure implementation phases for each neighbourhood. This would include collaboration on:</p> <ul style="list-style-type: none"> • Delivery of systems such as parks, utility systems, site preparation work <p>Division of responsibilities between the two organizations generally fall to each organization's strengths. Waterfront Toronto would provide operational excellence in line with what it delivered in past projects—flood mitigation, West Don Lands, Bayside. Sidewalk Labs would provide design support, as well as manage the coordination of funding, and innovative project elements.</p> <p>Note: This role can be shaped to meet the needs of all parties. From Sidewalk's perspective, a critical issue is the ability to have influence over the timing and management of the delivery of projects for which Sidewalk Labs' "bridge" financing is directly funding</p>	<ul style="list-style-type: none"> • Waterfront Toronto and Sidewalk Labs would split a traditional "Developer Fee" applied to the total infrastructure cost, split in proportion to the allocation of responsibilities and associated resource requirements
6 Advanced Infrastructure Facilitator	<p>In this role, Sidewalk Labs would conduct initial design work, craft the RFP process, and coordinate the implementation among each Advanced Infrastructure system to ensure adherence to the project's innovation objectives.</p>	<ul style="list-style-type: none"> • Sidewalk Labs to be reimbursed for costs related to initial design work and managing the RFP process. • These costs will be allocated on a system by system basis and reimbursed by the operators selected for each system

Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (4 of 4)

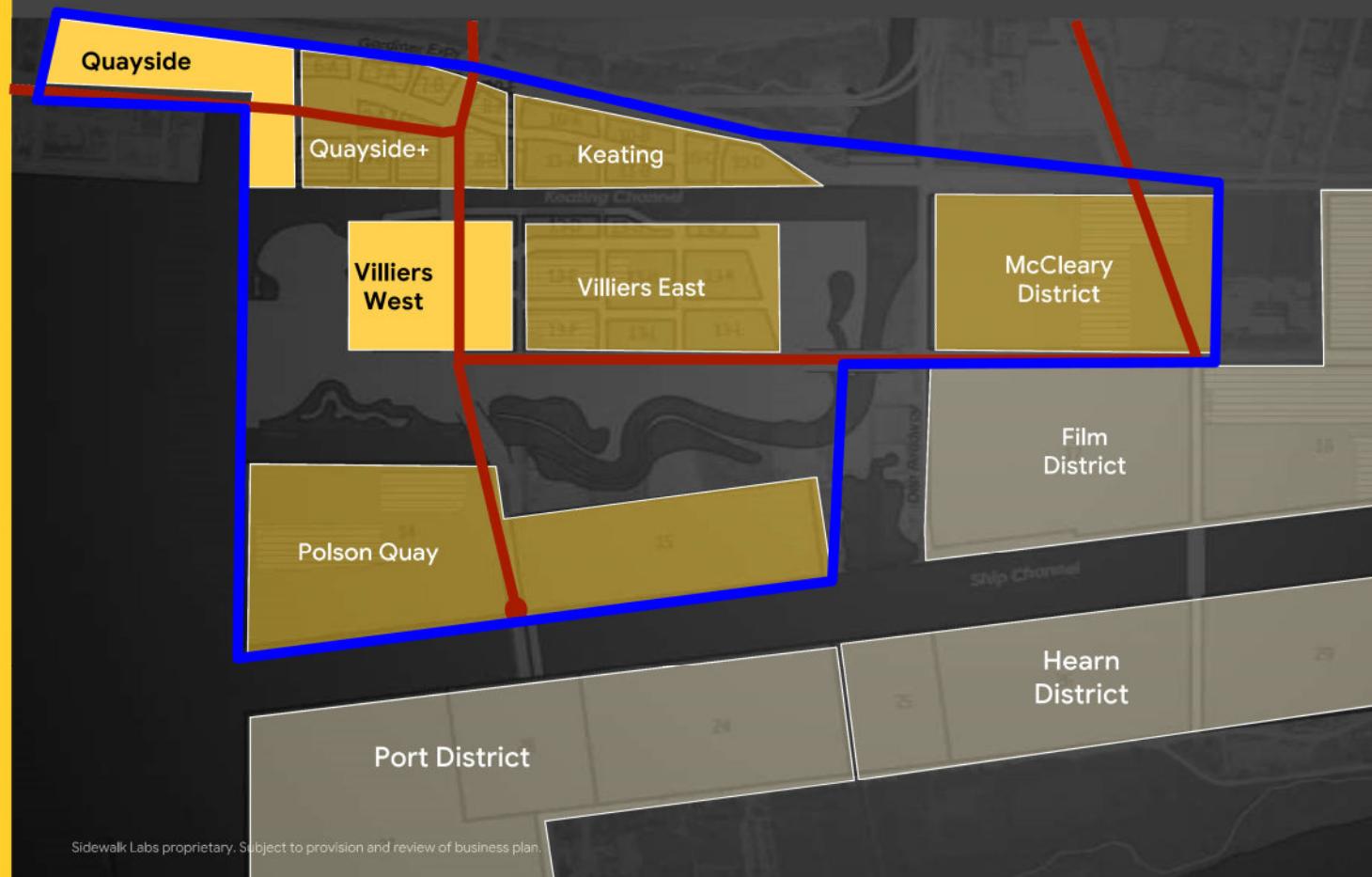
Role	Description	Business Model
7	Technology Deployment	<p>In order to deliver on the project objectives, Sidewalk Labs would deploy a limited set of critical technologies. These technologies would be categorized as Purposeful Solutions, for which Sidewalk Labs and Waterfront Toronto would enter into agreements under predetermined and unique procurement and contractual rights.</p>
8	Investments in Economic Development	<p>In order to capitalize on, and catalyze, the enormous economic potential inherent in the vision of the Project, Sidewalk Labs will invest in a series of economic development initiatives that will benefit both the project area and Toronto writ-large.</p> <p><u>Category 1 Investments:</u> Google HQ; Urban Innovation Institute; Workforce Development Initiatives</p> <p><u>Category 2 Investments:</u> Tall Timber Factory, Toronto-based Venture Fund</p>
9	Value Sharing	<p>Because of the holistic value Sidewalk Labs is bringing to the project across the first 7 buckets on this chart, Sidewalk Labs would share in the incremental value created within the overall project geography through the disposition of publicly-held lands to third parties in the project geography.</p> <p>In particular, buckets 1,2,4,6, 7, and 8 reflect economic constructs for which Sidewalk Labs is deploying capital / resources at below market rates of return, and deferring any possible return on investment to the potential long-term value created through its partnership with WT.</p>

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Project Concept

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PROJECT SCOPE:

Phase 1 (Quayside):

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

East Port

Phase 1+2 (Complete Project):

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"



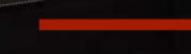
IDEA District



SWL executes horizontal
and real estate development



SWL facilitates horizontal
infrastructure only



SWL facilitates the
Phase 1 LRT extension

Note: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, less than 15% of the total project

Potential Phase 3 Expansion (Dual Option)

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In a potential Phase 3, the IDEA District would extend to south of the Ship Channel and there would be a mutual option for Toronto and Sidewalk Labs to deliver additional enabling infrastructure, including an extended LRT. The East Port and Film District have been excluded to protect existing uses.



Ensuring Accountability: Milestones & Phasing

As the project proceeds, we believe permission for the IDEA District to expand should be rooted in the ability of the initial neighbourhoods to achieve stated objectives.

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A potential construct to expand the zone for which the innovation guidelines apply within Phases 1+2 would be based on specific targets:

- Stage gates, included as part of an initial set of agreements, would set the parameters that would need to be achieved in order to expand the project geography. These could potentially include:
 - Number of units of below market housing
 - Delivery of key infrastructure components by a given date



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SCENARIO NOTE TO THE DEPUTY MINISTER

MEETING BETWEEN DEPUTY MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND STEPHEN DIAMOND

MEETING DETAILS

- **DATE:** Thursday, March 21, 2019.
- **LOCATION:** Stratus Restaurant, 79 Wellington Street West, 36th Floor
- **PARTICIPANTS:**
 - Stephen (Steve) Diamond, Chair, Waterfront Toronto Board of Directors (Biography included in **Annex A**)

PURPOSE

- This will be your first meeting with Mr. Diamond, the soon-to-be appointed tri-government Board Chair for Waterfront Toronto. The meeting is a chance to exchange views on key issues and opportunities facing the corporation.

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto is a not-for-profit entity with an independent Board of Directors established under provincial legislation in 2001. The three orders of government each appoint four representatives to the Waterfront board, and jointly-appoint a board chair. This group is independently responsible for overseeing the operations of the corporation, including the hiring of management and staff and delivering on development projects.
- Mr. Diamond's forthcoming appointment as Chair follows a December 5, 2018 report by the Ontario Auditor General on its value-for-money audit of Waterfront Toronto. The report makes several recommendations with respect to improving project management and government oversight of the corporation.
- Mr. Diamond will help oversee implementation of Waterfront Toronto's 5-year Strategic Business Plan which was endorsed by the Board of Directors last December. It covers the Corporation's objectives and plans to enhance the economic, social and cultural value of the land in the designated waterfront area.
- Key among the initiatives highlighted in the Plan is the Port Lands Flood Protection (PLFP) project which is supported by a significant investment from all three orders of government and is expected to unlock 880 acres of waterfront land for future growth and development.

- Another important initiative underway is Waterfront Toronto's partnership with Sidewalk Labs to develop a Master Innovation and Development Plan for Quayside. Waterfront and Sidewalk have been undertaking broad public engagement on various Quayside pillars, such as affordable housing, transportation and data governance. Given sensitivities around data privacy and use, an independent Digital Strategy Advisory Panel (DSAP) has been struck by Waterfront to develop, with public input, key principles to guide any proposals around data collection, privacy and governance at Quayside.
- With important opportunities and some challenges facing Waterfront, you may wish to hear from Mr. Diamond about his vision for leading the corporation at this key juncture. You may also wish to enquire about how government officials, including through the Intergovernmental Steering Committee (IGSC), can best support the Chair and Waterfront Board. In this regard, the IGSC exists to support good governance of Waterfront Toronto through tri-government management and coordination of matters related to the Toronto Waterfront Revitalization Initiative (TWRI).

KEY BACKGROUND

- Mr. Diamond was appointed by Toronto City Council as a Director of the Waterfront Toronto Board of Directors in April 2016 to hold office during a term of three years.
- Government partners for the TWRI have communicated their agreement regarding Mr. Diamond as the tri-government appointed Chair of the Waterfront Toronto Board of Directors for a three-year term, starting March 15, 2019. While the formality of the provincial Lieutenant Governor-in-Council appointment of Mr. Diamond is still pending, this is expected to be resolved before April.
- Since his nomination was announced, several media articles have lauded Mr. Diamond's experience as an existing Board member. On March 2nd Mr. Diamond gave an interview to the National Post and other media outlets where he expressed views on the Quayside MIDP process. A copy of the interview and other articles concerning his nomination are attached under **Annex B**.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

General / Introductory

- Congratulations on your new role as Chair. You are moving into this role at a key juncture. The Toronto Waterfront Revitalization Initiative constitutes an essential part of the federal infrastructure portfolio and reflects our commitment to working with the other orders of government to improve communities through public infrastructure.
- The Government of Canada supports the role of the Board in overseeing the corporation. The three orders of government work alongside each other to provide

the Board with the support it needs to ensure that Waterfront Toronto is effectively governed and managed.

- I would be interested in your vision moving from director to Chair in overseeing the organization.

Ontario AG Report

- The Ontario Auditor general's report sets out a number of recommendations, including with respect to the mandate and governance of Waterfront. How many of these issues remain outstanding and how do you see the process unfolding to address them?

Waterfront Toronto oversight and resourcing

- In light of the direction set out by the Five-year Strategic Plan, how can the corporation ensure it has appropriate resources, expert staff, development and good governance to meet its mandate over time?
- As part of this, how do you see the process to recruit and hire a CEO unfolding?

Port Lands

- I was pleased to see the Port Lands Flood Protection project officially break ground in November. Through this project there are important investments that will unlock significant development opportunities for that area of the Toronto waterfront.
- In terms of future planning, what vision and processes are envisioned for developing the eastern waterfront post-flood protection?

Quayside

- The MIDP development process is entering its final phases. As Waterfront prepares to finally receive the draft MIDP, it will be important that Waterfront establish transparent public consultation and robust processes for engaging governments. It will be important to keep government partners informed of key issues as they emerge.
- To what extent do you see optionality/flexibility around the potential implementation of any Plan?

Attachment:

Annex A – Biography of Steve Diamond

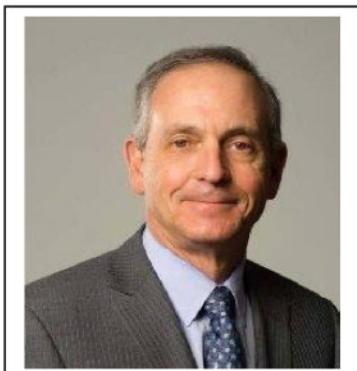
Annex B – Various media articles on Mr. Diamond's nomination

WebCIMS #: 50480

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ANNEX A

Stephen Diamond
Director, Waterfront Toronto



Appointed by the City of Toronto in April 2016, Stephen Diamond is President and CEO of DiamondCorp, a Toronto based real estate development company and manager of the Whitecastle New Urban Fund 1, 2, and 3. Collectively the company has been involved in the creation of over 12,000 residential units and in excess of 11 million square feet of residential, office and retail gross floor area under development in the Greater Toronto Area.

Mr. Diamond has established a reputation for creating value for investors, while delivering well designed, innovative residential and mixed use developments. Prior to the creation of DiamondCorp, Mr. Diamond served as partner at the law firm McCarthy Tétrault where he was head of the Municipal Law and Planning Group.

Mr. Diamond currently sits on the Board of Directors of Sunnybrook Hospital, the Partnership to Advance Youth Employment [PAYE] and is a Director of the Jewish Foundation Board of Trustees. He also sits on the Advisory Council for the Board of Trade, Ryerson City Building Institute, ULI Advisory Board and City of Toronto Youth Advisory Panel.

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NATIONAL POST

National Post.com | PMN BUSINESS

New Waterfront Toronto chair says it's too early to cancel Quayside project

TORONTO - When Ontario's auditor general released a report in early December calling on Waterfront Toronto to slow down on its smart city project with Alphabet Inc.-backed Sidewalk Labs, it prompted the federal government to fire three Waterfront Toronto board members, including chair Helen Burstyn.

Burstyn's replacement - lawyer and real estate development executive Steve Diamond - was named and received the support of Toronto city council last week, but is still awaiting official approval from the province. The federal and provincial infrastructure ministers have both thrown their support behind Diamond landing a three-year term beginning Mar. 15.

As he prepares to take on his new role, The Canadian Press talked to Diamond about what he feels he brings to the organization and how he will navigate the controversial smart city project that has been dogged with concerns over data, privacy and Sidewalk's hopes to fund transit and underground infrastructure in exchange for a cut of property taxes and developer fees.

What made you want to take on this role?

When you are approached by three levels of government to take on a major responsibility at a historic time of our city's evolution, I felt it was part of my civic responsibility. I also felt it fit with my experience and while it would be a challenge, it would also be something that was interesting.

There seems to be some confusion about Waterfront Toronto is and what its responsibilities in this project are. Do you see clearing up misconceptions as being a big part of your job?

Yes. I am hoping we can give the public a much clearer idea of what the corporation's objectives are, how it operates and what it does. Furthermore, I want to demonstrate that Waterfront Toronto can take much more of a leadership role, not only determining whether the Sidewalk proposal is good, but to be encouraging and helping the public to understand and to get governments to facilitate additional revitalization which is critical for the city's future on the waterfront.

The project has had its fair share of controversies. Did you feel put off by that at all?

I think it was a bit disconcerting because the opportunity to develop Quayside is one of many projects Waterfront Toronto has underway, but it seems to be the one that has generated the most interest and the most controversy. I think it is important to move forward and not backward and to evaluate this proposal when we see the business plan. The difficulty in where we stand right now is there have been leaks and a lot of media attention and public attention, but we really don't know the parameters of the plan and we don't know the business deal of the plan.

When that plan comes through, what do you want to see in it?

I am hoping it might shed some light on what we have heard bits and pieces of. For example there has been discussion around the construction of a light rail transit line and the question is what part of the LRT is this referring to? Is it starting at Union Station? Is it starting on Queen's Quay? Where is it going? Where is it coming from? These are just some of the issues that we need to flush out.

What type of controls are the company looking for? What is the expenditure amount that they are anticipating? I could probably list many, many questions and I do have to be somewhat careful because we do have an agreement and there is a confidentiality clause in it, but all the business parameters around the plan to even evaluate if it is in the public interest or is even a good plan or a bad plan haven't been submitted in order to make any, in my view, appropriate comment on it.

So the proposal, in your eyes, isn't by any means a done deal yet?

Yes. What is important to understand about the current agreement with Sidewalk is that they are supposed to come up with a proposal for Quayside - and in fairness to Sidewalk, it does say in the agreement, with a potential vision for additional lands, which may or may not involve Sidewalk - and Waterfront Toronto and the three levels of government have the opportunity to accept it or reject it.

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There are people who without even seeing the plan want it cancelled. Do you feel we are at that stage yet?

The wisest course of action is to let the plan come forward in accordance with the provisions of the agreement and evaluate it in accordance of how it was anticipated, which requires a very thorough review, a level of transparency and public input. It may be that it's a complex issue. It may be more straightforward, but I don't believe we should be making any decisions until the plan comes forward and is further evaluated.

If it comes forward and raises red flags, would you be comfortable rejecting it?

That is a really loaded question. I think the only way I could answer that is if an evaluation indicates that the proposal does not fulfil what we believe to be the objectives of the corporation and the objectives of our government partners, then we would make the recommendation accordingly. It is unfortunate that the plan has been leaked and there has been so much discussion when we haven't seen it.

This interview has been edited and condensed for clarity.

Url: <https://business.financialpost.com/pmn/business-pmn/new-waterfront-toronto-chair-says-its-too-early-to-cancel-quayside-project>

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Toronto Star

Sidewalk Labs' Port Lands vision not guaranteed, says new Waterfront Toronto chair

Donovan Vincent

Waterfront Toronto isn't compelled to go along with Sidewalk Labs' expanded vision for the Port Lands, says the man city council has chosen to chair the board of the corporation.

In a unanimous 26-0 vote Tuesday, Toronto city council picked prominent developer Steve Diamond to head the 12-member Waterfront Toronto board.

His three-year term on the tri-government board is expected to begin once the provincial cabinet signs off.

Diamond says the province has already called to ask him to chair and that Ottawa has already said yes to him moving into the position.

The appointment comes at a highly controversial time for Waterfront Toronto, which is in a partnership with Sidewalk Labs to develop a proposal for a data-driven smart-city housing development on the waterfront.

Leaked documents [recently obtained by the Star](#) showed that rather than only developing a 12-acre parcel on the waterfront and turning that into a smart city, Sidewalks hopes to develop far beyond that scope and include 350 acres on the Port Lands, an idea that surprised and upset many, including several politicians at the local, provincial and federal levels.

•

But Diamond, 66, president and CEO of DiamondCorp, a large real-estate development firm, says Sidewalk Labs' proposal is by no means a given.

"Sidewalk (Labs) has the opportunity to put forward a vision for a larger parcel of land — anyone can do that as part of a proposal. But in assessing whether this is in the public interest, Waterfront Toronto and (other levels of) government have no obligation whatsoever to accept what they propose. That's a fundamental point that's been missing from the debate," Diamond said in an interview with the Star after the city council vote.

Diamond said he can't say too much about the Sidewalk project because there is no final proposal yet — Sidewalk, a sister of tech giant Google, must first put forward a draft and then final master plans, expected in the coming weeks and months.

But he did say he believes it's important for Waterfront Toronto to "establish leadership" on the Sidewalk Labs file.

Critics have complained that Waterfront Toronto has failed to take charge of the Sidewalk project on issues such as data governance, privacy and now the Port Lands issue.

"It's difficult to comment on (Sidewalk Labs') proposals until we understand the important business terms around these proposals. We want to evaluate them and go to a public and transparent process in coming to any particular conclusions," Diamond added.

But on the issue of data security, privacy and governance, Diamond says the public debate around Sidewalk Labs' proposal has sparked an important dialogue on the topic. He added that government will play a key role in resolving a lot of these concerns.

Diamond says Waterfront Toronto has made progress, including steering forward a multi-level government-funded \$1.25-billion flood protection project in the Port Lands and he wants to see more waterfront revitalization initiatives come forward.

Diamond's pick by city council also comes at a time of controversy on the board itself. Developer Julie Di Lorenzo resigned this past summer from the board over Waterfront Toronto's handling of the Sidewalk Labs file.

And then in December, provincial Infrastructure Minister Monte McNaughton sacked three members including the chair after

Bonnie Lysyk, Ontario's auditor general, released a report slamming Waterfront Toronto.

Among her many complaints, Lysyk said Waterfront Toronto didn't adequately consult with governments concerning the Sidewalk Labs project, an accusation Waterfront Toronto has disputed.

Diamond had planned to quit the board last year given the large time commitment needed to devote to weighty topics such as Sidewalk and the flood plan.

But the mayor convinced him to remain on board until next month for stability reasons.

Diamond says given the city council vote, approval from Ottawa and the expected nod from the province he believes he'll be in a strong position as chair.

Mayor John Tory expressed confidence in Diamond's ability to the lead organization.

"I believe that Mr. Diamond has the necessary skills, qualifications and experience required to lead the revitalization of Toronto's waterfront on behalf of the governments of Canada, Ontario and Toronto. City council's unanimous vote (Tuesday) is a further sign of that confidence," Tory said in a statement.

In 2014, Diamond gave \$1,000 to the mayoral campaigns of Olivia Chow and Karen Stintz, and \$2,100 to eventual victor Tory.

Diamond's donations in the 2018 municipal elections were not immediately available at press time.

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Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto

The real estate developer says he wants the tripartite government agency to take a greater leadership role in its proposed **smart-city** partnership with Google affiliate Sidewalk Labs

Josh O'kane

Toronto, Queen's Park and **Ottawa** all support naming veteran real estate developer Stephen Diamond as the next chair of **Waterfront Toronto** - and he says he wants the tripartite government agency to take a greater leadership role in its proposed **smart-city** partnership with Google affiliate Sidewalk Labs as key decisions approach in the coming months.

On Tuesday, Toronto City Council unanimously approved appointing the president and chief executive of commercial-real-estate developer Diamond Corp. as chair of the tripartite development agency; [The Globe and Mail reported last week](#) that he was the top contender for the role. **Federal Infrastructure** Minister **François-Philippe Champagne** and Ontario **Infrastructure** Minister **Monte McNaughton** submitted letters to council supporting his nomination for a three-year term beginning March 15.

"It's my hope that **Waterfront Toronto** will take a leadership role in the discussions in a very public and transparent way," Mr. Diamond said in an interview Tuesday.

In an e-mailed statement, Mayor John Tory said that "I believe that Mr. Diamond has the necessary skills, qualifications and experience required to lead the revitalization of Toronto's waterfront. ... City Council's unanimous vote today is a further sign of that confidence." **Waterfront Toronto** spokesperson Andrew Tumilty said in a statement that the tripartite appointment is "a testament to the leadership, direction, and commitment that he has provided **Waterfront Toronto** for nearly 3 years."

Each of the three levels of government can appoint four directors to the **Waterfront Toronto** board. Mr. Diamond is already a city-appointed director, although his three-year term is set to expire next month. His official appointment to chair is expected within weeks, and marks the first time since **Waterfront Toronto** enacted its current governance structure that all three levels of government agreed to appoint an independent chair separate from their allotted directors. Mr. Diamond had planned to resign from his board position in December to focus on work commitments, but changed his mind after Mr. Tory asked him to stay to provide stability as the board's ranks dwindled.

"The fact that this is the first time all three levels of government have agreed on a Chair is telling," Mr. McNaughton said in a statement. **Infrastructure Canada** spokesperson **Lama Khodr** confirmed **Ottawa's** support of Mr. Diamond, and in an e-mail, called him "an experienced member of the local business community, trusted civic leader and has already made important contributions to the **Waterfront Toronto** board."

Waterfront Toronto's leadership has undergone significant changes since it announced in October, 2017, that it would partner with Sidewalk, a subsidiary of Google parent Alphabet Inc., to develop a digitally connected community on a 12-acre slice of Toronto's eastern waterfront called **Quayside**. The CEO who shepherded the concept, Will Fleissig, resigned half a year later, and was replaced as acting CEO by director Michael Nobrega. In December, Mr. Nobrega and chair Helen Burstyn were fired as directors by Doug Ford's provincial government after the Ontario Auditor-General criticized the project's procurement process, timelines and government oversight. And last week, Marisa Piattelli, **Waterfront Toronto's** chief strategy officer and de facto No. 2, resigned from the agency.

On Tuesday, Toronto City Council also extended the terms of two other city-appointed directors - Mohamed Dhanani, an adviser in Ryerson University's president's office, and Susie Henderson, an **infrastructure** expert with consultants GHD Advisory - until the city names new directors later in the spring. Ontario is expected to name four new directors to replace those it fired in December before the next board meeting on March 21.

Mr. Diamond spoke to The Globe and Mail by phone Tuesday afternoon about his new position. While he was hesitant to speak in specific terms about the contentious **Quayside** project, he repeatedly noted the necessity for **Waterfront Toronto** to take a

greater leadership role as the project progresses ahead of a definitive board vote to proceed later this year.

Why the change of heart about the board after nearly quitting last year?

I was receiving calls both from the mayor and from the premier, and from some representatives from the **federal** government, who asked in this important moment in history for the city and the province, if I would take on the role. And our country has been good to us, our family, and if there's an opportunity to take a leadership role and make a positive contribution back, that's something we should all be involved with.

Why also accept the role of chair?

I believe that **Waterfront Toronto** can only be successful if there is a shared endorsement and commitment from all three levels of government.

What are your thoughts on the state of the **Quayside project with Sidewalk Labs?**

It's important at this juncture to move forward with discussions and negotiations with Sidewalk in a very public and transparent way. ... It's difficult when there's been so much discussion in the media and elsewhere about their proposal, when their formal business proposal [the Master Innovation and Development Plan, or MIDP, due to the agency this spring] has not been presented to **Waterfront Toronto**.

Earlier this month, the Toronto Star reported leaked details about Sidewalk Labs's business plan for **Quayside** - which Sidewalk Labs later clarified in media interviews - including detailed plans for Waterfront lands well beyond the **Quayside** site and a proposal to fund **light-rail** transit in the area in exchange for a share of income streams from future developments including property taxes and development fees.

It's unfortunate that some of the details of the proposed plan have been sounded out by Sidewalk in a public manner when the formal business proposal has not been formally submitted to **Waterfront Toronto** for its review.

I can't make a comment on that plan until [final] details come forward. Once those details are made available, it's my hope that **Waterfront Toronto** will take a leadership role in the discussions in a very public and transparent way.

What I think is really important now is to move forward. There's currently an agreement [the Plan Development Agreement, published last July] and a plan that's supposed to come in [the MIDP, which will go to public consultations then a board vote later this year]. We should be spending our time looking at its merits, and whether it's the right thing to do.

This interview has been edited and condensed

With a report from Jeff Gray

Follow this link to view this story on globeandmail.com: [Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto](#) The viewing of this article is only available to Globe Unlimited subscribers.

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Developer Stephen Diamond emerges as leading contender to chair Waterfront Toronto

The potential nomination of the developer comes as the agency faces a high-stakes vote on whether to proceed with the **Quayside smart-city** project

Josh O'kane, Rachelle Younglai and Jeff Gray

Veteran real estate developer Stephen Diamond has emerged as a leading contender to become chair of **Waterfront Toronto** ahead of a high-stakes vote over whether the agency will proceed with a **smart-city** project with Google sister company Sidewalk Labs.

The **federal**, Ontario and Toronto governments can each nominate four directors to the board, which oversees the revitalization of the city's lakeshore, but the provincial act that guides the agency also allows for the three levels of government to collectively appoint a director as an independent chair. The most recent chair, Ontario appointee Helen Burstyn, was [fired alongside other provincial directors](#) in December by the province in response [to a report by Ontario's Auditor-General that found](#) that Sidewalk Labs had been approved as a **smart-city** "innovation and funding partner" by **Waterfront Toronto** with insufficient timelines and government oversight.

The potential nomination comes as **Waterfront Toronto's** leadership is undergoing a major breakup. A search is underway for a permanent CEO to replace acting chief executive Michael Nobrega, who has led the organization since last summer but was fired from his board seat by the Ontario government in December. Meanwhile, Marisa Piattelli, Waterfront's chief strategy officer and de-facto No. 2, resigned this week, a source close to **Waterfront Toronto** told The Globe and Mail. The source said Ms. Piattelli's resignation had been planned for months after more than a decade and a half working for the organization.

Two sources close to the nomination process said that all three levels of government have been courting Mr. Diamond to become chair - a rare collaborative move by **Waterfront Toronto's** three government stakeholders. Mr. Diamond, the president and CEO of commercial real estate developer Diamond Corp., has been a city-appointed director since 2016, but his three-year term ends in April. Accepting the chair role would mark a turnaround for Mr. Diamond, who submitted his resignation from the board last fall but was convinced to stay by Toronto [Mayor John Tory in early December](#), as the board's ranks were rapidly thinning.

Reached midday Thursday, Mr. Diamond confirmed that discussions have been underway with all three levels of government with respect to an ongoing role with the board, but declined to comment further.

A source with knowledge of the matter, who was not authorized to speak publicly, said a motion asking Toronto's council to approve Mr. Diamond's appointment will be made at next week's meeting. The source said all three levels of government had agreed on the choice, but that each government still has to formally sign off on the move.

The December firings marked a significant turning point for **Quayside**, **Waterfront Toronto's** partnership with Sidewalk Labs to develop a 12-acre technology-driven neighbourhood on the city's eastern lakeshore, which was announced in October, 2017. The dismissals accelerated a rapid reshaping of the board as it prepares to digest, then vote upon, a final agreement on the widely criticized partnership. That vote is expected to take place in September. Mr. Diamond's courtship for chair signals that government stakeholders hope to have an experienced, steady leader to navigate the board through the project's approval process this year.

In a December interview, Mr. Diamond cautioned that **Waterfront Toronto's** deal with Sidewalk Labs was not a firm agreement to proceed and that the public agency would need to be satisfied with a final proposal after consultation with its government partners and the public.

The board has undergone a number of changes since December's firings. Councillor Joe Cressy replaced Denzil Minnan-Wong, who has publicly criticized aspects of project, after his term ended in December. The terms of two other city-appointed directors - Mohamed Dhanani, an adviser in Ryerson University's president's office, and Susie Henderson, an **infrastructure** expert with consultants GHD Advisory - end in April.

Infrastructure Canada, the **federal** department overseeing the agency, declined to say that Mr. Diamond would be named the new chair, but confirmed that it was working with both the provincial and municipal governments collaboratively to name an independent chair. Ontario's **Infrastructure** Ministry did not immediately respond to requests for comment. Don Peat, a spokesman for Mr. Tory, declined to comment on what he called speculation about the appointment.

Mr. Cressy would not comment on Mr. Diamond's potential appointment when contacted Thursday morning. But he said he would welcome having an independent board chair approved by all three levels of government. "Waterfront revitalization only works when all three levels of government are working together," Mr. Cressy said.

The **Quayside** project has the potential to be a bellwether for rethinking urban planning with new technologies in mind. Sidewalk Labs has proposed technologies such as an app-based parking reservation system to avoid congesting street curbs, and heating and cooling systems that use the artificial-intelligence technique of machine learning to help computers predict and optimize temperature regulation, reducing energy use.

But [critics such as tech veteran Jim Balsillie](#) have lambasted how the process has unfolded and how much wealth Sidewalk parent Alphabet Inc. - which has become one of the world's most valuable companies through the collection and processing of data - could generate from Canadians moving about their own city. Last week, a Toronto Star report detailed internal Sidewalk development and monetization plans - including that the New York company would offer to help fund a Waterfront light-rail transit route in exchange for a cut of income streams, including property taxes and development fees.

Asked about Mr. Diamond's potential appointment, **Waterfront Toronto** spokesperson Andrew Tumilty said in an e-mail that "**Waterfront Toronto's** efforts for the public good are built on the support of our government partners and the direction of our Board of Directors." Asked further about Ms. Piatelli's resignation, and if she would be available for an interview, the agency did not immediately respond.

Follow this link to view this story on globeandmail.com: [Developer Stephen Diamond emerges as leading contender to chair Waterfront Toronto](#) The viewing of this article is only available to Globe Unlimited subscribers.

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Amid smart-city tumult, Mayor Tory intervened to prevent another Waterfront Toronto resignation

Josh O'kane and Rachelle Younglai

Mayor John Tory stepped in to save **Waterfront Toronto's** board from losing yet another member earlier this month, shortly after the Ontario government fired its three appointees over concerns about the agency's proposed **smart-city** development with Google affiliate Sidewalk Labs.

Stephen Diamond, president and chief executive of developer DiamondCorp, said he told the city a number of weeks ago that he planned to resign at the end of 2018 due to work commitments. But in early December, in the wake of a critical report from the Ontario Auditor-General prompted Doug Ford's Progressive Conservatives to remove their three board members, Mr. Diamond received a phone call from Mr. Tory trying to persuade him to stay until the end of his term in March to help stabilize the organization.

"He did ask that in light of everything going on, and where we are, and important decisions to be made, and that I have had history with the organization, if I would agree to stay until the end of my term at the end of March," Mr. Diamond said in an interview.

He agreed to remain. "I felt that it was a public responsibility that I should continue to take."

Each level of government can appoint a third of **Waterfront Toronto's** 12-member board. In the first week of December, the development agency had only seven members - a slim majority of the usual 12 - after Ontario announced its three firings, without immediately naming replacements. At that point, the board had already had two vacancies: developer Julie Di Lorenzo had quit the board over concerns about the agreement with Sidewalk Labs, while the term of Toronto councillor Denzil Minnan-Wong, the only political appointee, had ended.

Last year, **Waterfront Toronto** partnered with Sidewalk Labs, a subsidiary of Google parent Alphabet Inc., to explore a digitally connected **smart-city** on the city's eastern lakeshore. Critics including Canadian tech leaders and Auditor-General Bonnie Lysyk have since raised concerns about the partner selection process and how data and intellectual property will be handled in the 12-acre neighbourhood called **Quayside**.

am Ontario's move to fire **Waterfront Toronto** directors appointed by the previous Liberal government - former chair Helen Burstyn, acting CEO Michael Nobrega and University of Toronto president Meric Gertler - was the first major political intervention in the project. (While he was removed from his board seat, Mr. Nobrega remains acting CEO, a position he took up after former CEO **William Fleissig** stepped down in July.)

Mr. Tory's previously unreported subsequent intervention to persuade Mr. Diamond was a move to ensure "stability" at **Waterfront Toronto**, his office said. In October, before his re-election, [he told The Globe and Mail that](#) he had concerns over the **smart-city** project, including that the process of bringing Sidewalk Labs to Toronto "was not handled the best way."

"The mayor believes we need stability on the **Waterfront Toronto** board," spokesperson Don Peat said in an e-mailed statement, confirming that he asked Mr. Diamond to remain on the board. "Mr. Diamond is a highly respected community leader and is a board member who understands all aspects of **Waterfront Toronto's** work. Mayor Tory has a great deal of confidence in Mr. Diamond and his ability to provide stability at the board."

At a board meeting in early December, just hours before Ontario moved to fire its appointees, **Waterfront Toronto** directors discussed ramping up the search for new directors; the majority of three-year terms were due to come to a close in 2019, and Ms. Di Lorenzo had not yet been replaced. This month, Mr. Tory has asked Councillor Joe Cressy to be the city's new political appointee to the board, replacing Mr. Minnan-Wong, whose term ended Nov. 30.

Mr. Diamond said he would stay the course until his term expires and "unless circumstances change from what they are today," he expects to step down in March.

While acknowledging that the Sidewalk Labs partnership is "very complex," Mr. Diamond cautioned that it was not a firm agreement to proceed, and that **Waterfront Toronto** would need to be satisfied with a final proposal after consultation with its

government partners and the public. A board vote is expected by September, 2019.

He said that he has confidence in the board going forward, and that he understood the Ford government would want to have directors that aligned with its point of view.

Waterfront Toronto spokesperson Andrew Tumilty said that "while we were unaware of Mr. Diamond's correspondence with the city, we certainly appreciate all of his efforts for **Waterfront Toronto**." Sidewalk Labs declined to comment.

Since the summer, the **Quayside** project has seen four high-profile resignations, including Ms. Lorenzo, two digital-strategy advisors, and Sidewalk consultant Ann Cavoukian, one of the world's foremost privacy experts.

Follow this link to view this story on globeandmail.com: [Amid smart-city tumult, Mayor Tory intervened to prevent another Waterfront Toronto resignation](#). The viewing of this article is only available to Globe Unlimited subscribers.

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PROTECTED B

BRIEFING NOTE TO THE MINISTER**UPDATE ON TIMELINES FOR QUAYSIDE MASTER INNOVATION AND
DEVELOPMENT PLAN**

(For Information)

PURPOSE

- To provide an update and seek direction on revised timelines for completion of a draft Quayside Master Innovation and Development Plan (MIDP).

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) and Sidewalk Labs (Sidewalk) are working in partnership to develop a proposed MIDP for the Quayside project.
- At a public roundtable late last year, Waterfront presented a timeline showing that the draft Plan would be published towards the end of March 2019 after governments having several weeks to review before it is made public. However, development of the draft MIDP is proving to take longer than anticipated.
- Given longer than expected timeframes to receive a completed draft, Waterfront is now proposing that the MIDP be released concurrently to governments and the public in order to quickly begin public consultations.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

PROTECTED B

• [REDACTED]

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection of Sidewalk Labs to lead the creation of a Master Innovation and Development Plan for the Quayside site.
- The draft Plan will likely comprise three volumes centered around:
 - Infrastructure and real-estate development plans at different scales;
 - Various innovative solutions for deployment in the project; and
 - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.
- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place.
- Waterfront is looking at ways to evaluate the Plan once it is made available, including with respect to, e.g., procurement, funding & financing, data governance, required government approvals, and alignment with Waterfront Toronto's main objectives for Quayside.
- As the Quayside proposal is just a plan, any individual components ultimately approved for implementation will be subject to multiple City planning approvals in particular, as well as provincial/federal regulations as appropriate.

NEXT STEPS/RECOMMENDATION

• [REDACTED]

Kelly Gillis
Deputy Minister
Infrastructure and Communities

Date

**BRIEFING NOTE TO THE MINISTER OF INFRASTRUCTURE AND COMMUNITIES****WATERFRONT TORONTO MINISTERIAL APPOINTMENTS**

(For Signature)

PURPOSE

- To seek your approval of a proposed way forward for three upcoming vacancies for the federally-appointed board members of the Waterfront Toronto corporation.

HIGHLIGHTS/KEY CONSIDERATIONS

- There are three upcoming vacancies for the federally-appointed board members at Waterfront Toronto (Waterfront). The terms for Janet Rieksts-Alderman and Seavaun Palvetzian are expiring on November 31, 2019 and the term of Mayzar Mortazavi is expiring the following month, on December 31, 2019.
- [REDACTED] the revised timeline for when the board is expected to consider final recommendations on the Quayside Master Innovation and Development Plan (MIDP). While the MIDP was originally to go the board in September 2019, this has now shifted to December or early 2020.
- This note presents options for addressing the upcoming board vacancies. Your timely attention to this matter is recommended [REDACTED]

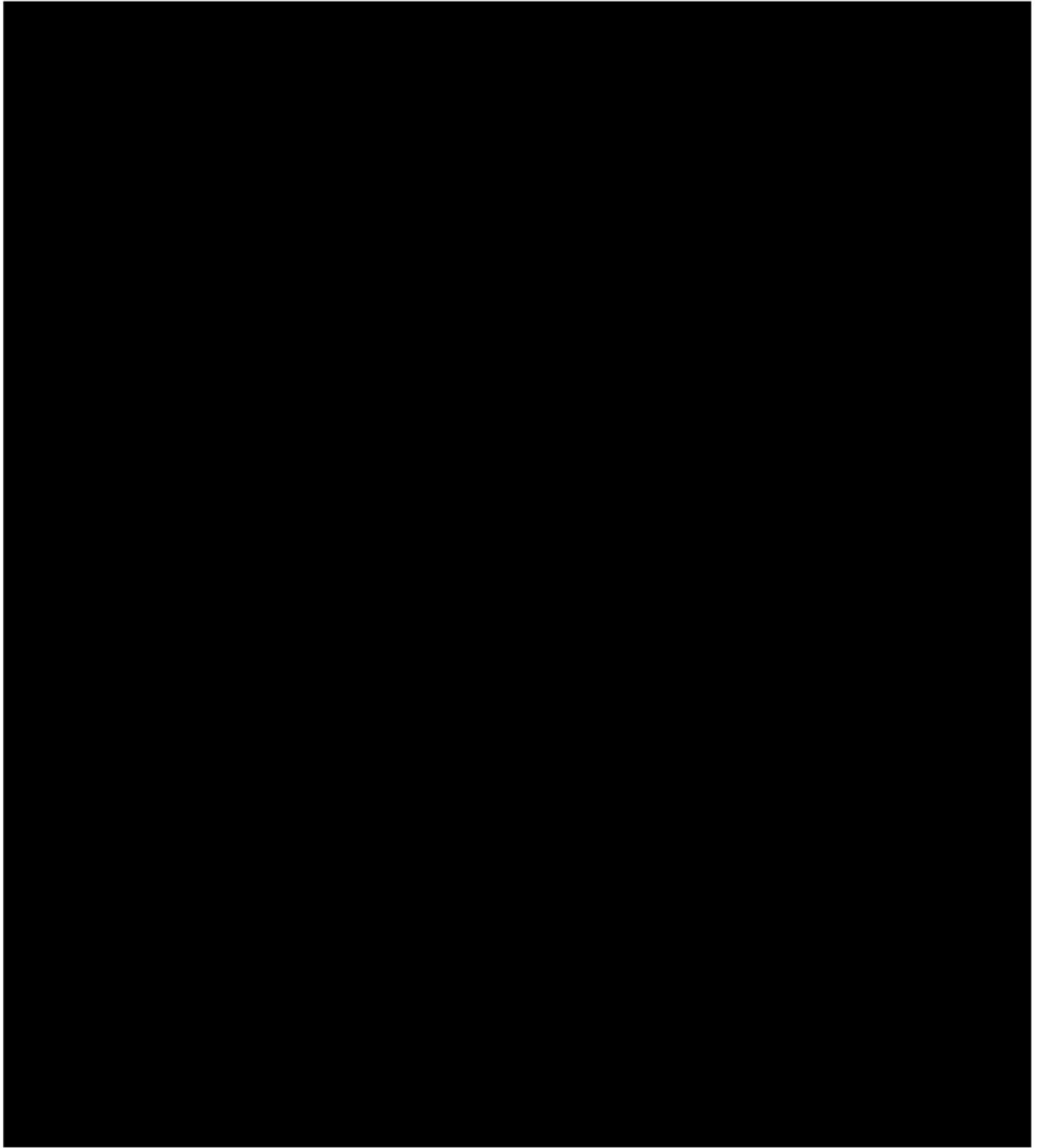
KEY BACKGROUND

- Waterfront's Board of Directors is composed of 12 Board members (four each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government.
- Ministerial appointments are made under your authority and do not require the approval of the Governor in Council. The appointment of a board member is done by way of a Ministerial letter.
- In deciding to fill a position, you may consider whether to reappoint based on past performance, launch a process for new candidates, select a candidate from an existing roster of pre-qualified individuals, or leave the position vacant.
- You can revoke the terms of the existing board members *prior to* term expiry and appoint new or incumbent federal representation at any time.

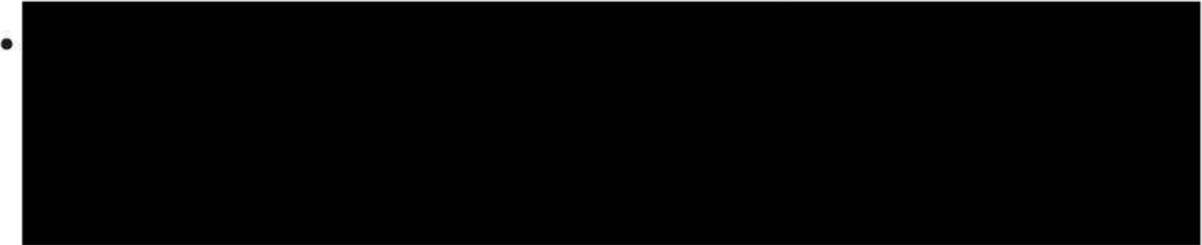
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CONFIDENTIAL**RECOMMENDATION(S)/NEXT STEP(S)**

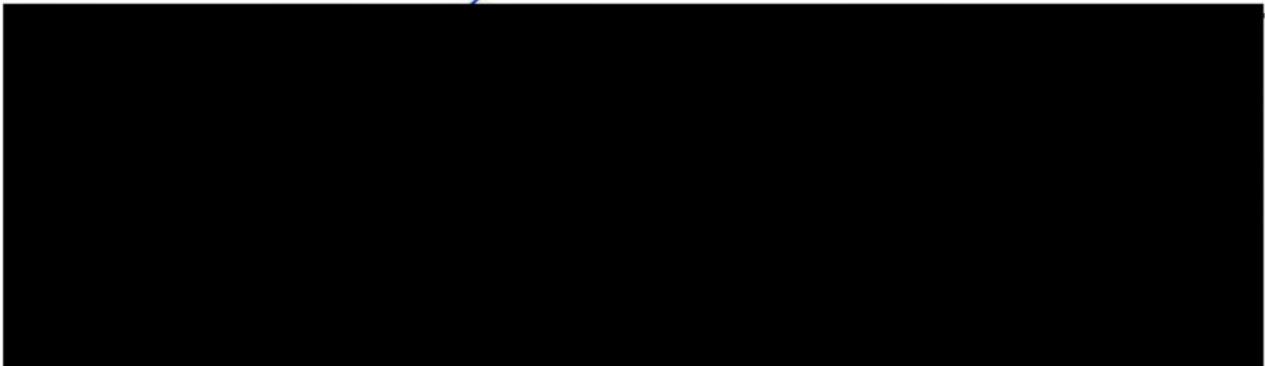
- The following options were developed in consultation with Legal Services:
- 

CONFIDENTIAL



Kelly Gillis
Deputy Minister
Infrastructure and Communities

June 20/15
Date



I approve. I do not approve. For discussion.

The Honorable François-Philippe Champagne, P.C., M.P.
Minister of Infrastructure and Communities

JUN 25 2019
Date

Attachment(s):

Annex A – Waterfront Toronto Board Composition and Appointment Process

WebCIMS #: 51836

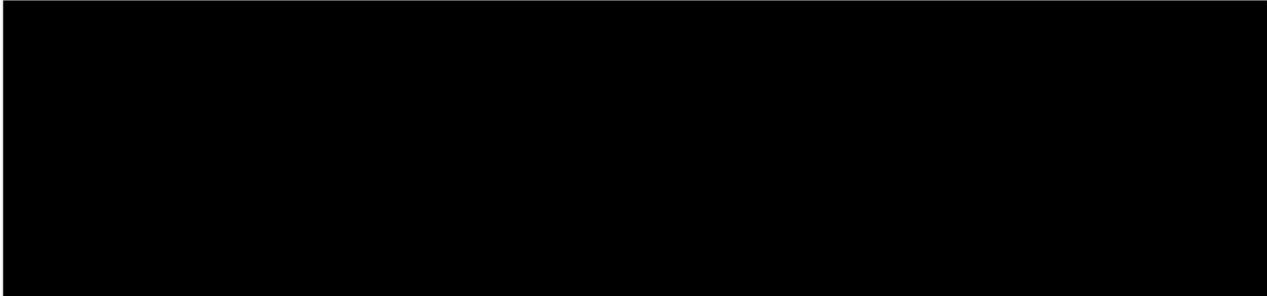
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Annex A
Waterfront Toronto Board Composition and Appointment Process

- Waterfront Toronto is a corporation funded by three levels of government mandated with leading and implementing the Toronto Waterfront Revitalization Initiative. The *Toronto Waterfront Revitalization Corporation Act* (TWRC Act) sets out the authorities and accountability of the corporation. By-Law No. 1 is the general by-law of the corporation which governs Board activities.
- Waterfront's Board of Directors is composed of 12 Board members (four each appointed by the Government of Canada, the Province of Ontario and the City of Toronto) and a Chair, jointly appointed by the three orders of government.
- Ministerial appointments are made under the authority of the Minister of Infrastructure and Communities and do not require the approval of the Governor in Council. The appointment of a board member is done by way of a Ministerial letter.
- In 2016-2017, an internal INFC selection process was launched to fill the federal vacancies on the board, resulting in the current composition as follows:

Incumbent	Position	Nomination Date	Vacancy/Expiry Date
Janet Rieksts-Alderman	Director • Chair, Finance, audit and risk management committee • Member, Chairs committee	December 1, 2016	November 31, 2019
Sevaun Palvetzian	Director • Chair, Stakeholder relations committee • Member, Chairs committee	December 1, 2016	November 31, 2019
Mayzar Mortazavi	Director • Co-Chair, Investment, real estate & Quayside committee • Member, Chairs committee	January 1, 2017	December 31, 2019
Jeanhy Shim	Director • Member, Finance, audit & risk management committee • Member, stakeholder relations committee	June 7, 2017	June 6, 2020

 Status of other government Board appointees

WebCIMS #: 51836

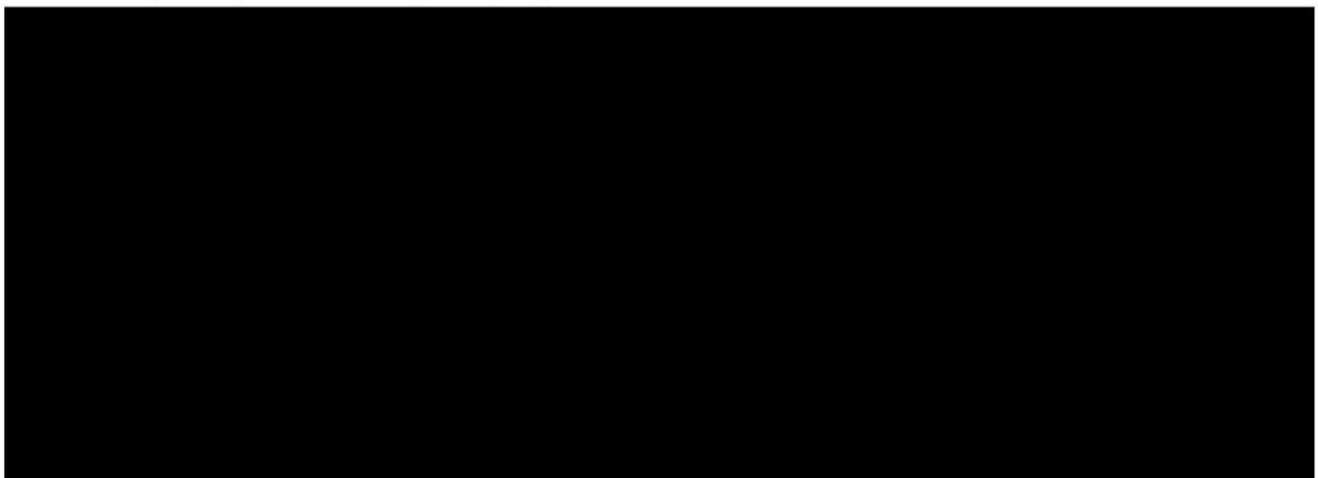
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CONFIDENTIAL

- The Government of Ontario appointed four new board members in February 2019 for a one-year term, following the findings of the December 2018 Ontario Auditor General's report and subsequent dismissal of all provincial board representatives.
- At the City level, Councilor Joe Cressy was appointed as the Mayor's designate to the board in December 2018 for a three year term. Of the three "public" positions, one is vacant and the two others expired on March 31, 2019. A process to fill these positions either through reappointment and/or with new candidates is currently underway and likely to be resolved by the end of July, before the summer break.

Waterfront Toronto board and key projects

- Over the next five years, Waterfront will manage a portfolio of projects that represent a significant phase in the revitalization of Toronto's waterfront, including the \$1.25 billion Port Lands Flood Protection Project that is now underway and expected to unlock the development potential of 290 hectares of prime land by 2023/24.
- Waterfront also continues to work with Sidewalk Labs (Sidewalk) as an innovation and development partner towards a proposed Master Innovation and Development Plan (MIDP) for the Quayside project.



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de la *loi sur l'accès à l'information***

DM Briefing – Toronto Waterfront

11:15-12:00 PM, Thursday, July 11, 2019

AGENDA

1. MIDP
2. Ministerial Appointments
3. Waterfront Toronto Borrowing Authority Extension'
4. Draft Tri-government MoU



Digital Innovation and Data Governance

Proposal

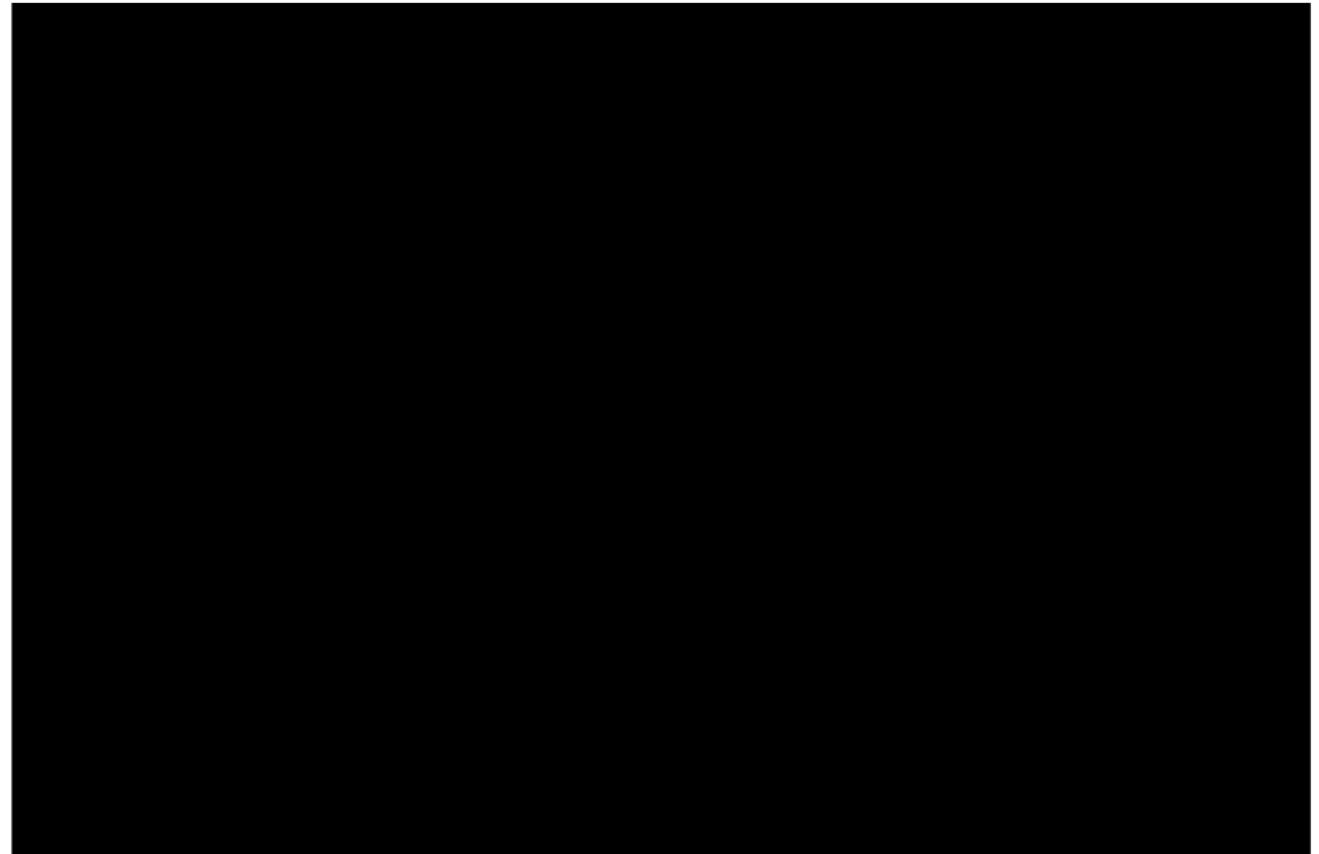
Volume II, Chapter 5 of the Master Innovation and Development Plan (MIDP), “The Urban Innovations”, focuses on digital innovation and data governance. The MIDP proposes developing a network of digital infrastructure which would encourage new digital tools, demonstration spaces, project testbeds and industry-academic partnerships. This urban digital environment could help communities address challenges and improve services, while creating the open conditions for innovation. For example, Sidewalk is proposing open source software code to allow for easy integration of systems. Sidewalk has also designed a flexible standardized mounting infrastructure, known as the Koala™ Universal Mount that would facilitate the safe, fast and inexpensive installation of digital hardware such as Wi-Fi access points, cellular nodes, environmental sensors, and traffic or public safety cameras.

These digital tools and technology-enabled urban innovations would require the collection of what Sidewalk Labs refers to as “urban data¹”. To address the data governance issues this may raise, Sidewalk proposes a new framework for Responsible Data Use (RDU) that would set a new global standard for protecting personal privacy while encouraging innovation. These RDU guidelines would be governed by an independent steward/manager of data and digital infrastructure referred to as the “Civic Data Trust”. The Trust would ensure beneficial collection of data and protection of privacy by abiding by a publicly available charter of standards aligned with key federal legislation, such as PIPEDA and the Privacy Act.

Overall Federal Impact/Interest	
Policy/Program	
Legislative	
Fiscal	

¹ Sidewalk defines “urban data” as information gathered in the city’s physical environment, including the public realm, publicly accessible spaces and even some private buildings. (Volume 2, p. 379)

Shared tri-gov	
Governance	
OGD interest	

Initial view

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Mobility: Waterfront East Light Rail Transit (LRT)

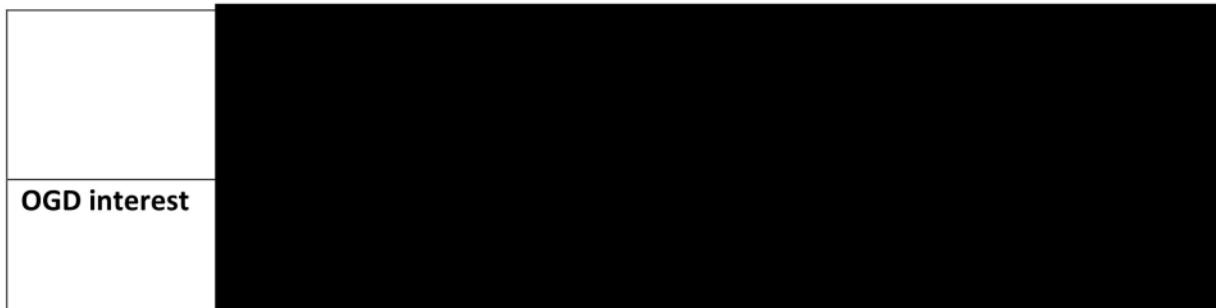
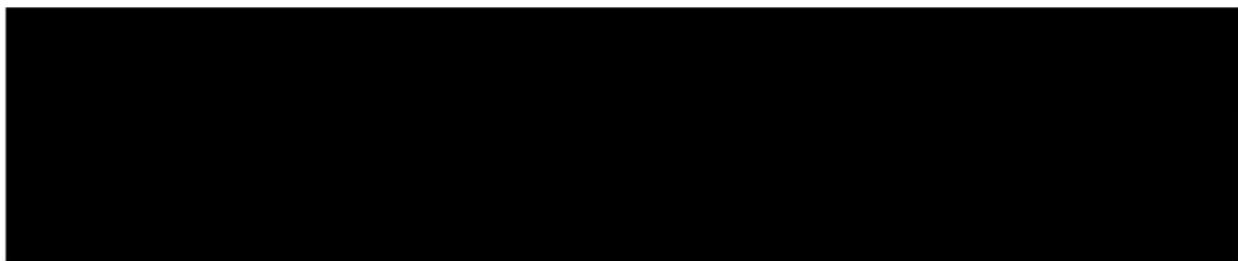
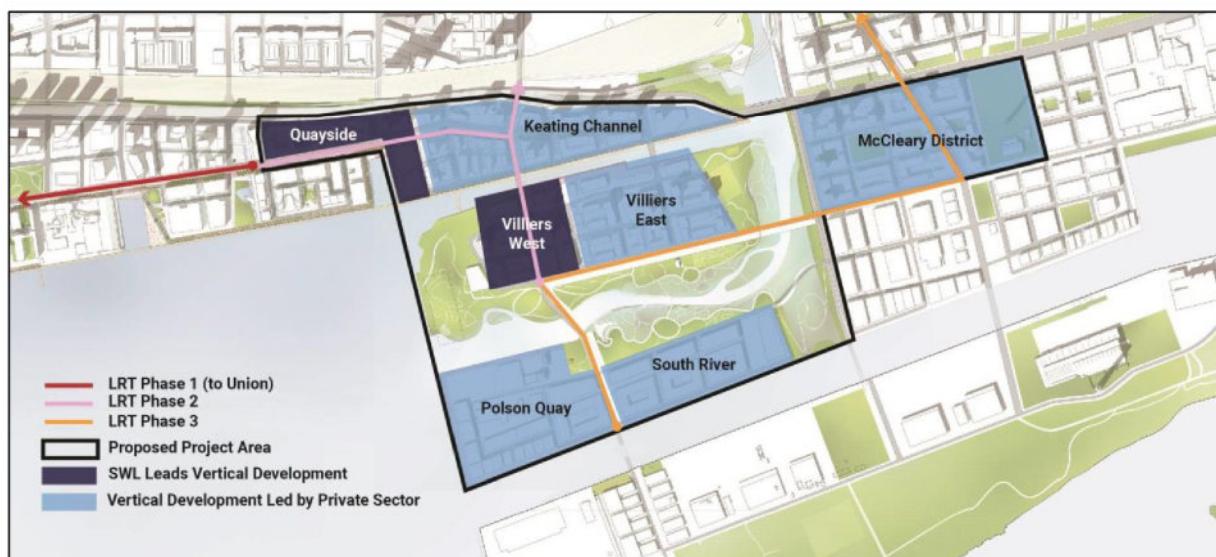
Proposal

Volume II, Chapter 1 of the Draft Master Innovation and Development Plan (MIDP), "Mobility", includes a key proposal for expedited delivery of Light Rail Transit (LRT) expansion to Queens Quay East and Villiers West. The transit component outlines a \$1.1 B plan for the delivery of the LRT in the following three phases: (1) Union Station to Parliament Slip; (2) Parliament Slip to Villiers West; (3) Villiers West to East Harbour.

Funding for Phase 1 (\$675M) would be from traditional public sector funding. Funding for Phase 2 & 3 (\$406M) would come from either traditional public sector funding or Tax Increment Financing (TIF) with an optional credit facility of \$100M provided by Sidewalk Labs to cover interest payments.

Key quote: "*Sidewalk Labs would not proceed with construction on Quayside absent key government actions. These include [...] A government commitment to advance the LRT, which could proceed in phases.*" (Draft MIDP Vol III, p. 209.)

Overall Federal Impact/Interest	
Policy/Program	
Legislative	
Fiscal	
Shared tri-gov	
Governance	

**Initial view****Figure 1: Sidewalk Labs' Proposed Project Area:**

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INFC MIDP Work Plan and Engagement Timeline: Summer 2019

INFC Meetings

July

July 8, 2019	INFC-ISED Data/Digital Developments Contact Group
July 15, 2019	Tri-government Working Group (TWG) ¹
July 17, 2019	INFC representation at WT Public Consultation on MIDP
July 29, 2019	TO/ON/INFC Intergovernmental Data Working Group ²
July 30, 2019	TWG

August

Aug 20, 2019	TWG
Aug 26, 2019	TO/ON/INFC Intergovernmental Data Working Group

September

Sept 03, 2019	TWG
Early Sept	INFC-ISED Data/Digital Developments Contact Group
Early Sept	Meeting with new CEO, George Zegarac
Sept 17, 2019	TWG
Sept 23, 2019	TO/ON/INFC Intergovernmental Data Working Group
Sept 23, 2019	TWRI Inter-Governmental Steering Committee (IGSC)
Sept 30, 2019	TWG

Waterfront Toronto's MIDP Engagement Timeline: Summer 2019

July

- July 15, 2019** Public Consultation - North York Civic Centre
- July 17, 2019** Public Consultation - Radisson Admiral Hotel
- July 18, 2019** Public Information Session - St. Lawrence TPL Branch¹
- July 20, 2019** Public Consultation - George Brown College
- July 22, 2019** Digital Strategy Advisory Panel Meeting (**DSAP**)
- July 23, 2019** Public Consultation - Chestnut Residence
- July 25, 2019** Public Information Session - Toronto Reference Library

August

- Aug 19, 2019** New Waterfront CEO (George Zegarac) starts

September

- Sept 12, 2019** Digital Strategy Advisory Panel Meeting (**DSAP**)
- Sept 12, 2019** Investment, Real Estate and Quayside Committee (**IREQ**) Meeting
- Sept 25, 2019** WT Design Review Panel Meeting
- Sept 2019** TBC: Second round of public consultations
- Late Sept 2019** Public Consultation report issued²

Pre-Read Briefing Package: DM Briefing on Waterfront Toronto

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Initial Summary of MIDP and Federal Implications

On June 24, 2019, Waterfront Toronto released Sidewalk Labs' **Draft Master Innovation and Development Plan** (MIDP). The MIDP is over 1,500 pages in length and is documented in four Volumes, including:

- I. **Overview:** Provides an overview of the project context and key highlights of volumes 1-3 of the draft MIDP.
- II. **The Plans:** Focuses on the development plan and the physical manifestations of proposed innovations within that plan. Volume 1 also includes a chapter on Economic Development, detailing the anticipated future economic impacts of implementing the MIDP, as envisioned by Sidewalk.
- III. **The Urban Innovations:** Outlines Sidewalk's proposed innovations across the five pillars of the MIDP: Mobility, Public Realm, Buildings and Housing, Sustainability, and Digital Innovation.
- IV. **The Partnership:** Describes Sidewalk's commercial proposal including, governance constructs, roles and responsibilities, transaction economics, stage gates, implementation plans and risk mitigation measures.

As an overarching introduction to its approach, the MIDP sets out a number of **Sidewalk's starting points and goals, and core commitments:**

Sidewalk is:	Sidewalk commits to:
<ul style="list-style-type: none">• not seeking to sell personal information or use it for advertising• not motivated by a desire to export Canadian talent or IP to the U.S.• not trying to lead development of the Port Lands (their role as a real estate developer would be restricted to Quayside and Villiers West)• seeking to demonstrate the impact of innovation on quality of life in cities• seeking to earn a reasonable return on its \$50M initial investment	<ul style="list-style-type: none">• advance a bold innovation agenda• develop Quayside as a complete and inclusive community• deliver a major economic development project• serve as a lead developer of advanced systems• serve as a technical partner and advisor, providing technical specifications and performance requirements to guide development, beginning with Quayside• deliver essential technology• provide optional financing for municipal, transit and other critical infrastructure• unlock \$29 billion in third party investments

Key Federal Implications

The MIDP is a lengthy and comprehensive document with a bold plan for developing the waterfront, and some of the proposed initiatives could have direct or indirect implications for the Government of Canada, including with respect to: **scale** (IDEA District); **digital and data** proposals; **public transit**; **economic development**; and, the innovation and funding **partnership proposal** (business case).

I. Creation of an IDEA District and proposals “at scale”

- A prominent focus the MIDP is the creation of a geographically designed area called the **Innovative Design and Economic Acceleration (IDEA) District** that would “galvanize economic growth and foster productive exploration” through nimble governance and oversight, targeted regulatory adjustments, and innovative financing mechanisms.
- At roughly 345 acres if fully implemented, the IDEA District would extend well beyond the Quayside site and could lead some stakeholders to question whether Waterfront Toronto – and government partners by extension – are supportive of this bolder ambition, particularly as much of this land is owned by the City of Toronto.
- The Quayside project RFP focused primarily on the 12-acre Quayside site, while the 2018 Plan Development Agreement between Waterfront and Sidewalk allows for contemplation of ideas “at scale”, to other parts of the waterfront area.
- As part of the **first phase**, the IDEA District would initially apply to Quayside and the adjacent 20-acre **Villiers West** site, which Sidewalk is seeking to acquire at a discounted rate through negotiation with the City. Sidewalk proposes to locate a new **Google Canada headquarters** and an **Urban Innovation Institute** at Villiers.
- Sidewalk also proposes a **second project phase**, subject to meeting phase one project milestones, asserting that the required infrastructure, investment, and advanced systems proposed in the MIDP would only achieve their full potential and become financially feasible at the scale of the **broader River District** (which includes Villiers Island, Keating East, McCleary, and Polson Quay); nor would a Quayside-only project achieve Waterfront’s priority outcomes.

- The IDEA District would be supported by a **flexible regulatory framework**, or “Innovation Framework” consists of two parts: (1) a limited number of targeted adjustments to existing legal requirements that would facilitate innovation in the area (e.g., to permit the dynamic curb); and (2) Innovation and Design Standards and Guidelines, a series of enhanced requirements for new developments in the area that would require no further action by the three orders of government.
- The MIDP calls for **government to designate a public entity**, or “public administrator”, to serve as governance lead for the IDEA District, with authority to hold Sidewalk and others working in the district accountable for performance, to steer innovation strategy, and to oversee the governance structures needed to manage new district systems. The MIDP proposes that **Waterfront Toronto**, if given enhanced powers, could assume this role for the IDEA District.
- The MIDP sees the **development approval process for Quayside and Villiers West** as generally proceeding like a traditional development application, **led by Sidewalk as the vertical developer** (working with local partners), including in connection with the process for seeking zoning modifications.
- The **approval process for the broader River district** would undergo sequential, overlapping planning processes **led by the public administrator** of the IDEA District and coordinated with city staff.

II. Digital and data-related proposals

- “**Urban data**¹” would be widely collected within the IDEA District and would, according to the MIDP, lead to powerful insights that could transform urban planning policy, from building design to enabling new approaches to energy use regulation.
- While Canada has a strong foundation of privacy laws around personal information, and recognizes privacy as a fundamental human right, urban data creates a new set of questions that have surfaced during the pre-MIDP public consultation process. Alignment with **Canadian privacy legislation, and**

¹ Sidewalk defines “urban data” as information gathered in the city’s physical environment, including the public realm, publicly accessible spaces and even some private buildings. (Volume I, p. 232)

Canada's new Digital Charter, will be of primary interest to the federal government.

- Sidewalk acknowledges there is no comprehensive and unified digital governance model in Canada for the type of community they hope would emerge within the IDEA district. They cite consultations that have taken place with the OPC and the IPC, and various departments within the City of Toronto.
- The MIDP proposes to establish a **set of core conditions** that would catalyze an ecosystem of urban innovation, including shared digital infrastructure, an open and secure approach to architecture and standards, a catalyzing set of digital services (some provided by Sidewalk), and a trusted process for responsible data use. See schematic in **Annex A**. (Volume 3, p. 380).
- Noting that federal and provincial privacy commissioners would continue to oversee all privacy laws, the MIDP proposes to **create an independent data trust** that would establish Responsible Data Use (RDU) guidelines for the IDEA District. The data trust would manage a 4-step process for approving the **responsible collection and use of urban data**, based on assessments intended to extend beyond the traditional Privacy Impact Assessment.
- The data trust would act as the independent steward/manager of data and digital infrastructure based on a charter to ensure beneficial collection of data and protection of privacy. It would ensure that value from data is returned to people, communities, government, industry and the society from where it is collected.
- The Urban Data Trust's Chief Data Officer's decisions would be made to ensure that all actors in the IDEA District **comply with applicable laws, such as PIPEDA** and provincial or municipal privacy laws. The Chief Data Officer and a board overseeing the data trust would also develop protocols on when and how data could be stored outside of Canada.

III. Public transit

- Sidewalk indicates that it would not proceed with construction on Quayside, or beyond, absent key government actions, including primarily a **government commitment to advance an Eastern Waterfront Light Rail Transit (LRT)**, which could proceed in phases. It's unclear, however, what such a "commitment" would entail precisely. (Volume 3, p.209)

- The expansion of Toronto's public transit network across the eastern waterfront has been planned for several years, with an estimated cost of up to \$1.2 billion, which at present are unfunded. (Volume 1, p. 268)
- Should governments be unable or unwilling to fund construction of a 6.5km Eastern Waterfront LRT, Sidewalk would **offer optional up-front financing** for the project (but not construct, own or operate it), using future revenue generation from the LRT to recoup this capital injection. (Volume 1, p. 268)
- Sidewalk asserts that this "self-financing" would allow the delivery of the LRT years earlier than currently projected in the TTC 2018 Corporate Plan (Volume 1, p. 434), demonstrating a new, financially sustainable way to finance infrastructure with reduced taxpayer dollars. It would also provide governments a **new tool to deliver critical infrastructure** in the city and region. (Volume 2, p. 41)
- The MIDP cites a 2019 third-party consultant's report which states that "a delay in light rail development until 2045 would result in over \$20 billion in forgone cumulative tax revenue across all three levels of government and cost more than \$1.8 billion in lost productivity." (Volume 1, p. 434)
- According to the MIDP, "at full buildout of the light rail extension, Sidewalk estimates that it could support roughly 72,900 daily trips and reduce car trips by 16.5 percentage points." (Volume 1, p. 437)
- As part of MIDP argument for proposals "at scale", Sidewalk asserts that a Quayside-only development would be insufficient to make this kind of investment viable, while the broader River District would provide the sufficient density to design and fund this transit extension. (Volume 1, p. 352)

IV. Economic Development

a. Urban Innovation Hub

- Sidewalk envisages the eastern waterfront as an "urban innovation hub" where Google's new Canada headquarters as a potential anchor tenant would have a **"clustering effect"**, drawing in other smaller tech firms to the area. Google would also benefit from establishing a footprint in this ecosystem, which is already home to emerging hubs in the clean tech and urban innovation sectors.

- According to the MIDP, "Sidewalk Labs would foster an urban innovation ecosystem open to entrepreneurs and inventors from across Canada and around the world, and **work with the governments** to design a structure to support Canada's capacity to build and retain **intellectual property** locally." (Volume 0, p. 206)
- Sidewalk's proposed urban innovation campus would be located at Villiers West, alongside the Google offices, and would include an Urban Innovation Institute to which SWL would provide **\$10 million in seed funding**. Sidewalk would also establish a **\$10 million venture fund** to invest in local start-ups focused on urban innovation. (Volume 3, p. 31)
- Through the development of this urban innovation hub, Sidewalk estimates that a total of **93,000 jobs** (including 44,000 direct jobs) could be created, in addition to generating **\$4.3 billion in annual tax revenue and \$14.2 billion in annual GDP**, at full scale development of the River District by 2040. (Volume 3, p. 31)

b. Catalyzing a Tall Timber Industry

- The MIDP calls for the use of mass timber in all buildings developed in Quayside. To help jumpstart a new national industry, Sidewalk proposes to work with one or more partners to **build a mass timber factory in Ontario** that would harvest and process local sustainable timber. The MIDP suggests that this effort would catalyze an investment of up to **\$80-million** in the proposed factory. (Volume 3, p. 89).

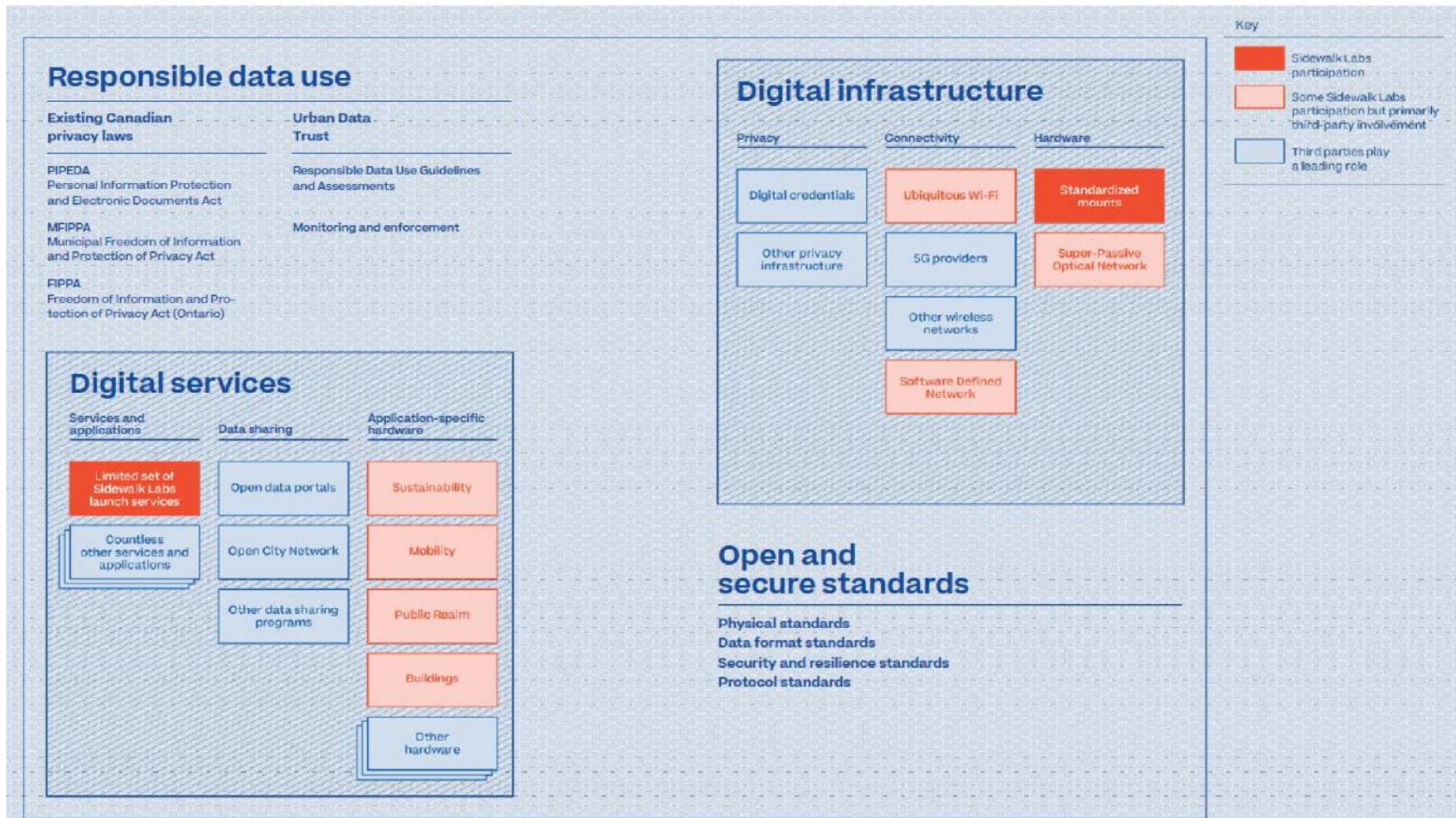
V. Innovation and Funding Partner Proposal

- In the MIDP, Sidewalk proposes to (optionally) finance roads, transit and other municipal infrastructure through existing **Canadian project financing strategies**, including development and other developer-paid charges for infrastructure; reinvesting the proceeds from the sale of public lands in the area; and, applying other value-capture approaches.
- Under the deal terms for the Innovation and Funding Partner proposal, Sidewalk would:
 - receive a discount on sale prices of Quayside and Villiers West; if profits from Quayside and Villiers exceed an agreed-upon threshold, Sidewalk would **pay Waterfront a share of the upside value**

- make various forms of **financing and credit support** available for municipal and transit infrastructure; this would be optional and repayable at a fixed rate of return
- receive performance payments if specific performance and growth targets are met; these payments would arise only after Sidewalk has generated significant value for the public sector
- test and deploy certain technology products within the IDEA District; the **public sector would share profits** generated by certain technologies that are first tested and deployed in the IDEA District and then sold elsewhere
- be reimbursed for its advisory and implementation services,
- See **Annex B and C** for a summary of the Innovation and Funding Partner proposal.

Annex A:

Sidewalk's role in creating core conditions for digital innovation (Volume 2, p. 380)



Annex B:
Summary of Innovation and Funding Partner Proposal (Volume 3, p.34)

Commitments from SWL	Public Sector Commitments
<ul style="list-style-type: none"> ✓ Vertical development of Quayside to deliver a new model for using cutting-edge design and technologies for improving urban life ✓ Vertical development of the Villiers W Urban Innovation Campus to further prove out the innovations initiated at Quayside, spur economic development and cultivate an innovation cluster ✓ Horizontal development of the advanced systems for Quayside and Villiers W needed to deliver on WT's objectives ✓ Deployment of SWL technologies (e.g., "purposeful solutions"), including sharing the profits associated with certain technologies with the public sector ✓ Optional financing at a fixed interest rate for enabling infrastructure, including credit support for Waterfront East LRT extension; financing for municipal infrastructure; and, funding "supplemental innovation investments" to make the advanced systems financially viable in the early phases ✓ Major economic development investments, including a new Canadian Google HQ on Villiers W, a tall timber factory, seed funding for an Urban Innovation Institute (\$10M), and a venture fund (\$10M) focuses on Canadian start-ups ✓ Payment to WT of a share of upside value, above an agreed-upon threshold, from the Quayside and Villiers proceeds ✓ 15-year agreement to provide ongoing technical, advisory, and management services for planning, design and implementation in the IDEA District, including for advanced systems and certain other horizontal infrastructure 	<ul style="list-style-type: none"> ✓ Partnering with SWL to implement a comprehensive innovation and development strategy, with corresponding fees ✓ Establishment of the IDEA District with a public administrator, including regulatory adjustments to enable critical infrastructure and innovative strategies ✓ Disposition of the land for Quayside and Villiers W at price that accounts for additional WT requirements ✓ Source a limited number of SWL products (at cost) to enable prototyping and deployment at scale, with corresponding IP sharing provisions for certain technologies ✓ Payment of performance payments upon SWL achieving a series of negotiated growth and performance targets

Annex C:
Responsibilities as Innovation and Funding Partner (Volume 3, p.43)

SWL Role	Scope
Innovation Partner	<ul style="list-style-type: none"> ✓ Support and advise the public administrator on achieving innovation objectives – providing advisory, technical, and management services to implement MIDP innovation strategy, including designing technical specifications and design standards; integrating advanced systems with municipal infrastructure; and, in later phases, advising on the development of advanced systems ✓ Deliver Quayside as a demonstration – serving as lead developer, with local partners, on vertical development of Quayside and advanced associated horizontal infrastructure ✓ Deliver advanced systems in Quayside and Villiers West – serving as lead developer of most advanced systems, assuming responsibility of identifying operators and partners to implement the advanced power grid, thermal grid and other systems identified as vital to success of Quayside and Villiers West urban innovation campus ✓ Deploy key technology products – identifying or developing critical urban technology solutions, including a small number of “purposeful solutions”; resulting products would incorporate enhanced privacy protections and use published standards to avoid technology “lock in”
Funding Partner	<ul style="list-style-type: none"> ✓ Serve as economic development catalyst – serving as lead developer for the urban innovation campus on Villiers West, which relies on a commitment from Alphabet to establish a Google headquarters as part of an agreed-up transaction with in the IDEA District ✓ Provide optional financing and credit support for critical infrastructure – at the option of Waterfront Toronto and relevant government participants, provide various types of financial support to facilitate the construction of essential infrastructure, including credit support to accelerate the delivery of the Waterfront Eastern LRT and financing for municipal infrastructure throughout the project area;...facilitate financing for operators of advanced systems through a newly formed company (with outside partners) focused on next-gen infrastructure ✓ Fund supplemental innovation investments – to support the advanced power grid and thermal grid, and possibly other advanced systems;...achieve outcomes without significant increases to user rates, until systems reach a scale and operational efficiency to be economically viable on a stand-alone basis



June 24, 2019

Open Letter from Waterfront Toronto Board Chair, Stephen Diamond regarding Quayside

To all members of the public interested in the future of Toronto's waterfront,

Waterfront Toronto has received the draft Master Innovation and Development Plan (MIDP) proposed by Sidewalk Labs. The review and evaluation process now begins. It is Waterfront Toronto's responsibility, informed by consultation with the public, technical experts, and all three levels of government to determine if the ideas in this proposal are in the public interest and respond to the objectives for Quayside that we agreed to with Sidewalk Labs in July 2018 (as reflected in the Plan Development Agreement).

It is important to know that Waterfront Toronto did not co-create the MIDP. While Waterfront Toronto and Sidewalk Labs did work together earlier in the process to do research, generate ideas, and consult the public, the roles of the two organizations then separated, allowing Waterfront Toronto to focus on creating a robust framework for review and evaluation of the MIDP. Sidewalk Labs' responsibility is to prepare and submit the MIDP. The MIDP is subject to the approval of Waterfront Toronto's Board of Directors and Sidewalk Labs.

Based on our initial review of the MIDP, there are a number of exciting ideas that respond to challenges we face, particularly related to environmental sustainability and economic development. There are also proposals where it is clear that Waterfront Toronto and Sidewalk Labs have very different perspectives about what is required for success. Here are early examples of what concerns us:

- Sidewalk Labs proposes the up-front creation of an IDEA District that covers a much larger area than the 12 acres of Quayside. Waterfront Toronto has told Sidewalk Labs that the concept of the IDEA District is premature and that Waterfront Toronto must first see its goals and objectives achieved at Quayside before deciding whether to work together in other areas. Even then, we would only move forward with the full collaboration and support of the City of Toronto, particularly where it pertains to City-owned lands.
- Sidewalk Labs proposes to be the lead developer of Quayside. This is not contemplated in the PDA. Should the MIDP go forward, it should be on the basis that Waterfront Toronto lead a competitive, public procurement process for a developer(s) to partner with Sidewalk Labs.
- Sidewalk Labs' proposals require future commitments by our governments to realize project outcomes. This includes the extension of public transit to Quayside prior to development, new roles for public administrators, changes to regulations, and government investment. These proposals raise important implementation concerns. They are also not commitments that Waterfront Toronto can make.
- Sidewalk Labs has initial proposals relating to data collection, data use, and digital governance. We will require additional information to establish whether they are in compliance with applicable laws and respect Waterfront Toronto's digital governance principles.



Waterfront Toronto is preparing a "Note to Reader" to support the public review of the MIDP. It will be released shortly, and identifies a number of areas of the Sidewalk Labs proposal that we understand are of particular public interest. We want to know, what do you like about the MIDP? What concerns you? What risks would you like to see Waterfront Toronto consider? And under what conditions (if any) you would want to see these proposals explored further? We encourage you to participate in the upcoming public consultation process to share your thoughts on these questions with us, along with any other comments or advice you would like us to consider.

As we have said before, this project has stirred vigorous debate and, regardless of the outcome, raises issues to consider. Whether the Quayside project proceeds or not, the conversation we are having is important for all of Toronto.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Diamond".

Steve Diamond
Chairman of the Board of Directors,
Waterfront Toronto

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are withheld
pursuant to paragraph
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Dear Toronto,

Toronto is emerging as one of the world's great cities thanks to our strong economy, sustained growth and openness to people from around the world. However, we also face many real challenges that must be addressed — including a housing market that has become unaffordable to far too many, one of the longest commute times in North America, increasing flood damage from a climate at risk, and growing income inequality. While these are certainly big challenges, we want to be a city that is willing to mobilize all of our talents — be they in science, politics, academia, community organization or business — to find new ways to solve them.

In March 2017, Waterfront Toronto launched a competitive RFP with the goal of finding an innovative partner to help improve how Waterfront redeveloped our lakefront industrial space. Several months later, Sidewalk Labs won that RFP. Last week, Sidewalk submitted a 'Master Development Innovation Plan' for consideration by Waterfront Toronto, which will then be reviewed by all three levels of government in their various roles as Waterfront property owners, shareholders and regulators. From this point forward, the company's ambitions and plans for the Quayside site can be evaluated against whether they will help Toronto with the challenge of city-building.

We are writing to encourage Torontonians and public officials to do just that — to welcome and evaluate this proposal for the many positives it can bring. From our collective perspective as leaders in the fields of urbanism, business, public policy, arts, education, social policy and environmental advocacy, we can each see aspects of this project which represent huge opportunities for our communities, and for Toronto. Where there are areas of disagreement or points worth debating in the proposal, we know that there is more than enough room for governments to respond, negotiate, or adjust plans with the company to address them.

Some issues and details must still be resolved, like data governance and a final path to rapid transit financing. However, we also believe there are many exciting ideas in this proposal that can help Toronto tackle some of the major challenges we face, whether it is a new approach to affordable housing construction (in partnership with local firms and companies), the proposed investments in a new urban innovation institute, standard-setting plans on green construction and utilities, or the proposed investments that would come with a new Canadian Google headquarters site.

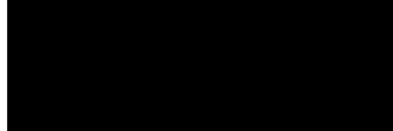
As Jane Jacobs has observed, "communities have a right to say 'no' to things that are going to harm them, but a responsibility to say 'yes' to things that will help." We believe the Quayside proposal can help — whether it's helping us to develop the Waterfront, helping us to find new ways to solve pressing and persistent civic challenges, or helping us to build a better city.

Toronto has the civic and political strength to say yes and make Quayside work for all its residents.

Sincerely,



Sharon Avery
President & CEO, Toronto Foundation



Jan De Silva
President & CEO, Toronto Region Board of Trade



Barbara Hall
Former Mayor of Toronto



Dominic Barton



Dr. Sara Diamond
President, OCAD



Tim Kocur
The Waterfront Business Improvement Area



Alan Broadbent
CEO, Avana Capital



Janet Ecker
Former Ontario Finance Minister



Dr. Mohamed Lachemi
President & Vice Chancellor, Ryerson University



Mark Cohon
Chair, Toronto Global



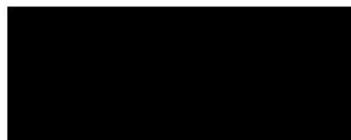
Hon. Art Eggleton
Former Mayor of Toronto



Farhaan Ladhani
CEO, Digital Public Square



Max Dean
Artist



Herman Ellis
Acting Executive Director, Scadding Court Community Centre



Medhat Mahdy
President and Chief Executive Officer YMCA of Greater Toronto



Suzanne Decary-van den Broek
Executive Director, CNIB Foundation Ontario South (GTA)



Dr. Richard Florida



Mitchell Marcus
Artistic & Managing Director, The Musical Stage Co



Dr. Danielle Martin
EVP and Chief Medical Executive,
Women's College Hospital



Isaac Olowafe
President, DreamMaker Inc



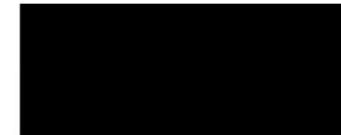
Heather Tremain
CEO, Options for Homes



Michael McClelland
Founding Principal, ERA Architects



Gil Penalosa
Founder and Chair, 8 80 Cities



Cynthia Wilkey
Vice-Chair, Waterfront for All



Elizabeth McIsaac
President, Maytree



Robert Prichard
President Emeritus, University of Toronto



Mike Yorke
President, Carpenters District Council
of Ontario



Gail Nyberg
Retired Executive Director, Daily
Bread Foodbank

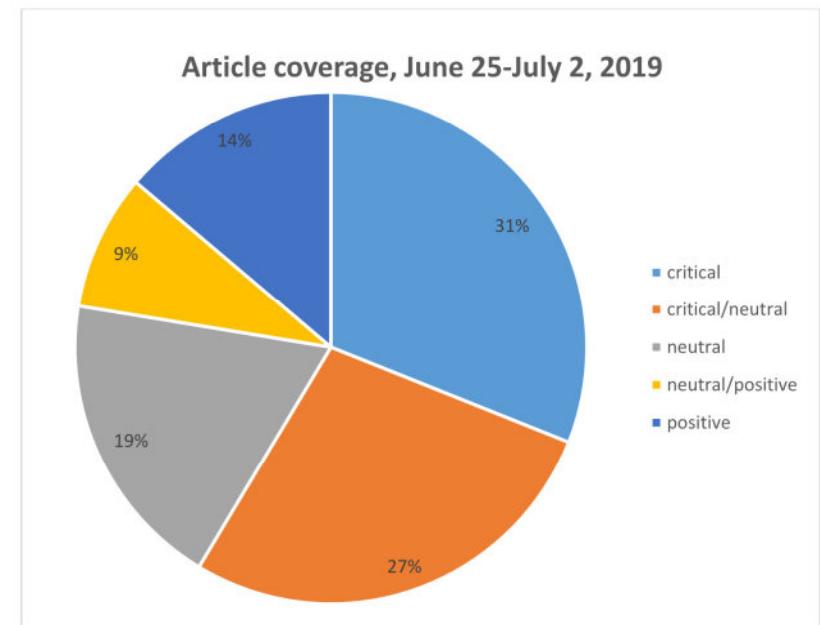
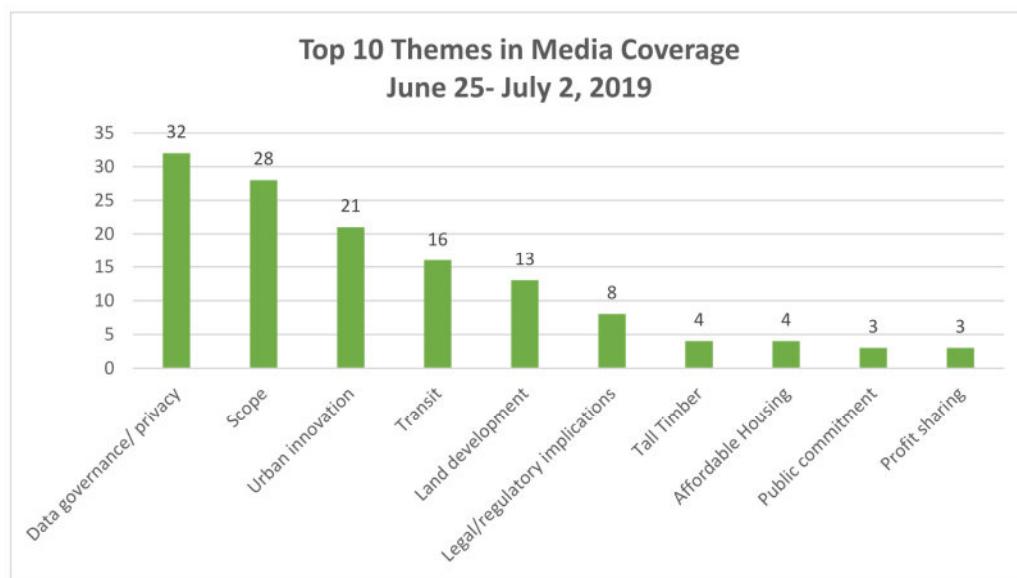


Anne Sado
President, George Brown College



Daniele Zanotti
President and CEO, United Way
Greater Toronto

Sidewalk Labs' Master Innovation and Development Plan
Media Coverage – Themes and Tone
June 25-July 2, 2019



July 2, 2019 Summary

Date	Publication	Summary with Link	Quotes	Themes
July 1, 2019	The Star	<p><u>Who should share in the risks and rewards of Sidewalk Labs' smart city on Toronto's waterfront?</u></p> <p>Article focuses on purported benefits of SWL proposal particularly with respect to urban innovation and the profit-sharing arrangement.</p>	<ul style="list-style-type: none"> Matti Siemiatycki, a University of Toronto associate professor of geography and planning and a former member of the Waterfront Toronto board of directors, says, when it comes to performance payments, the site will have big-budget features at a financial cost "above and beyond" what you would expect on a typical development. "So the question is out of which pocket is the money for that going to come from?" he says. One of those features could be the creation of advanced power and thermal grids, the latter able to recover heat from buildings and sewage among other clean energy sources, says Steven Turell, Sidewalk's associate director of development. Such systems would require "fairly risky" investments by the company at the beginning of the project, risks "we don't think other developers would (take)." Turell says Sidewalk hopes to recoup a good amount of its upfront investments through the economics of its project - returns from real estate investments for example - but "the bottom line is we aren't directly compensated for the overall level of risk we are taking." That's where the performance payments would come in, he explains. "We're looking for a mechanism at the end of the project where if those investments prove successful, and they deliver value to the public sector, we would earn a reasonable return," he says. Siemiatycki says Sidewalk's call for performance payments is "potentially advantageous" for the public because it means the city is not taking on risk for technological innovations being developed by a private vendor the city has little control over and which might not work. "The idea of pay for performance, we have done that in public-private partnerships now and the record is that pay for performance does work," Siemiatycki argues. 	<ul style="list-style-type: none"> [REDACTED] Urban innovation Profit-sharing Data privacy

Date	Publication	Summary with Link	Quotes	Themes
			<ul style="list-style-type: none"> Although Sidewalk says it was unable to find any kind of similar profit-sharing arrangement with government, Siemiatycki says hospitals and universities have rules around profit sharing pertaining to inventions, and Sidewalk's 10 per cent proposal should be measured against those standards. <p>He pointed to U of T's invention policy as an example. "Because we are a university, we have people who are coming up with inventions. Some of them, depending on the field, could be very profitable," he said.</p> <p>"If an invention is done here at the University of Toronto, with university facilities and on university time, the (university has) a stake in it. In terms of the financial value, the formal formula is the inventor receives 60 per cent if the university commercializes it, and 75 per cent if the inventor commercializes it.</p> <p>"So the university is saying they are going to take a stake of between 25 per cent of revenue and 40 per cent of revenue. Of net revenue. That's a big difference from (Sidewalk's) 10 per cent," Siemiatycki says, adding Sidewalk is also capping their proposal at 10 years where as he believes the U of T agreement stands in perpetuity.</p> <ul style="list-style-type: none"> "Some of these innovations could be really significant. And if Sidewalk does come up with something that ends up travelling around the world and making tens or hundreds of millions, billions of dollars, the city and the public should be getting some of that benefit as a key contributor," Siemiatycki adds. That goes for data collected for example on individuals in Quayside, or the physical environment, he said. "These are the conversations one has if we're developing a true partnership." 	
July 1, 2019	The Star	<u>Critics fear Sidewalk Labs proposal would weaken city powers</u> Article summarizing issues with SWL proposal to establish Waterfront Transportation Management	<ul style="list-style-type: none"> "We are not dogmatic about a particular approach," to governance, said Simon Brandler, Sidewalk Labs' director of policy innovation. <p>"We tried to come up with a strategy that would simultaneously allow the specific types of innovation we believe are ready for prime time, to exist, and to ensure public accountability," Brandler said. "But we would be open to exploring alternative strategies that would accomplish the same ends."</p>	<ul style="list-style-type: none"> ██████████ Public transit Governance

Date	Publication	Summary with Link	Quotes	Themes
		Agency and Waterfront Sustainability association, which may displace traditional government roles.	<ul style="list-style-type: none"> "With the proposed new 'management entities,' Sidewalk Labs is ramping up their ambitions for urban governance to a troubling degree that myself and others have warned about from the beginning," Jathan Sadowski, a post-doctoral research fellow in Smart Cities at the University of Sydney in Australia, said. "They are essentially angling to have the power and authority of government." In a Twitter thread Friday, Peter Bahr, a Germany-based Mozilla Fellow and co-founder of the non-profit ThingsCon, panned the plan's vision of city governments as "at best a partner, at worst just a 'barrier' to innovation.' " And Pamela Robinson, incoming director of Ryerson University's School of Urban and Regional Planning, wrote on Spacing magazine's website that more strong governmental oversight, not less, is vital in the face of big societal changes being driven by technology and companies profiting from it. Renee Sieber, a McGill University expert on governments' use of technology and data, told the Star that, despite the government approvals, observers are right to be concerned about who is calling the shots after the ink on any deal is dry. "What if there's a city ordinance that conflicts with Quayside 'ordinance?'" she said. "Which one has priority? A tragic flaw in this whole process is the need for stronger representation by the city, representation that is absent because cities don't have the legal force that they do in the U.S." 	
July 1, 2019	The Star	<u>Thomas Walkom: Sidewalk Labs' Quayside plan the latest departure from reality</u> Opinion piece: discusses the history of various land development projects on Toronto's waterfront, and is critical of how realistic the SWL proposal is.	<ul style="list-style-type: none"> <i>Nil</i> 	<ul style="list-style-type: none"> [REDACTED] Urban Innovation Land development Transit

Date	Publication	Summary with Link	Quotes	Themes
July 1, 2019	The Hill Times	<p>Toronto's waterfront project should not be left to a deep-pocketed American tech giant</p> <p>Article presents the view that Canada's policy related to attracting tech giants has been short-sighted, given that we have the capability to build this kind of "smart city" with Canadian innovators.</p>	<ul style="list-style-type: none"> But Canada has been slow to recognize the change, Jim Balsillie, former co-CEO of Research in Motion (now BlackBerry) and now co-chair of the Council of Canadian Innovators, argues, saying and we must now make big changes to catch up. <p>The problem, he maintained in a recent speech, is not the lack of Canadian technology and expertise—we have plenty of both—but the brain-dead policymakers and politicians who are still living in the past and holding the country back.</p> <ul style="list-style-type: none"> Federal Industry Minister Navdeep Bains has defended Canada's reliance on foreign tech giants and Toronto Liberal MP Adam Vaughan has denounced critics of the Sidewalk Labs project as saboteurs and proponents of a Canadian alternative as "protectionists." Even now, Balsillie fears, there is little interest among policy-makers and politicians in pursuing a Canadian alternative to Sidewalk Labs even though we have the companies capable of providing an alternative. Smart cities, Balsillie argues, represent "a \$1.3-trillion global market growing 16 per cent annually." With Canada a leading urban nation, "why not develop strategies that include our own world-beating smart city innovators to create solutions that advantage domestic sovereignty and prosperity?" It's a good and important question that is still not being asked at any of our three levels of government. 	<ul style="list-style-type: none"> [REDACTED] Urban innovation Governance
June 30, 2019	The Globe and Mail	<p>As Sidewalk Labs moves forward on plan, Toronto Port Lands businesses are being pushed out</p> <p>Article discusses impact of potential SWL plans on existing Port Lands businesses.</p>	<ul style="list-style-type: none"> Sidewalk Labs' chief development officer Joe Sirefman said they "have not yet developed a detailed plan or design strategy," and that the negotiation of leases and land is being handled by Waterfront Toronto. Mr. Sirefman insists that the Sidewalk Labs plan is an opportunity for businesses already located in the Port Lands. 	<ul style="list-style-type: none"> [REDACTED] Land development Scope Businesses

Date	Publication	Summary with Link	Quotes	Themes
July 2, 2019	The Star	<p>No. Waterfront shouldn't be a profit centre</p> <p>Opinion piece by Julie Beddoes, member of #blocksidewalk</p>	<ul style="list-style-type: none"> It's up to the board of Waterfront Toronto to say yes or no to this "draft," but its chair, Stephen Diamond, warns that Google is asking it to approve proposals way beyond its authority. "If government practices and regulations need to be changed, this should be done in ways that serve the interests of citizens, not a huge corporation. <p>Would a land and power grab dressed in "smart city" language really make life better for Torontonians? Are we being bamboozled by pictures of paving stones?</p> <p>Let's #BlockSidewalk and reset the process for the benefit of Torontonians, not corporate shareholders."</p>	<ul style="list-style-type: none"> [REDACTED] Governance
July 2, 2019	The Star	<p>Yes. It will give us an edge in urban development</p> <p>Opinion piece by Richard Florida, professor at UofT School of Cities, in favour of SWL's plans.</p>	<ul style="list-style-type: none"> "The result is better than we had any reason to expect," Justin Davidson of New York magazine writes. Davidson sees Sidewalk's Quayside plan as a huge step beyond the corporate mega-plex of New York's Hudson Yards. Sidewalk's Quayside plan is "mixed, flexible and humane," he notes, taking shape around "thoroughly road-tested urban needs." 	<ul style="list-style-type: none"> [REDACTED] Urban innovation Data privacy
June 29, 2019	National Post	<p>Sidewalk Labs& Pitch & Promise</p> <p>A quick summary of 5 key proposals with the MIDP – including heated sidewalks, ubiquitous Wi-Fi, tall timber, underground freight delivery, scheduling data.</p>	<ul style="list-style-type: none"> "There isn't really somewhere that does something that has everything we imagined," said Rohit Aggarwala, Sidewalk Labs' head of Urban Systems. "There are many companies and campuses that deliver to a central location. The challenge is that the resorting and final delivery is expensive, which is where the robots come into play." "We are a sister company of Google and their Nest is an inspiration in many respects," Aggarwala said. "There are already lots of companies using scheduling data to program their air conditioning." 	<ul style="list-style-type: none"> [REDACTED] Urban innovation

Date	Publication	Summary with Link	Quotes	Themes
June 29, 2019	National Post	<p>Cracks in the sidewalk</p> <p>Article presenting criticisms of SWL's proposals, including the use of tall timber and data collection and governance.</p>	<ul style="list-style-type: none"> "From a tall wood building perspective, what I see communicated, the design imagery is just naive, it's illogical and it's just plain silly," [Russell] Acton said. "At the end of the day, if we're going to talk about tall wood, what I see depicted is unbuildable. It's expensive. It just shows a lack of understanding of how to build in wood." <p>Acton should know. His firm, Acton Ostry Architects Inc., designed Brock Commons, an 18-storey residence at the University of British Columbia that held the title as the tallest wood building in the world until it was overtaken by a Norwegian building earlier this year.</p> <p>"The way that I kind of see this whole Sidewalk Labs thing is that they're holding out all of these shiny baubles and these smoke-and-mirrors distractions, and promising everything to further their own agenda," he said. "I guess they're trying to generate excitement and sensationalism, but at the cost of just not being truthful."</p> <ul style="list-style-type: none"> Sidewalk Labs chief executive Dan Doctoroff doesn't shy away from the idea that the company is pulling together tantalizing ideas such as dynamic streetscapes, tall wood building and robot tunnels for freight and garbage. Taken together, he said, these emerging technologies and new ways of thinking can dramatically improve life in cities. <p>"Our goal is to do something remarkable here," he said in an interview Monday after the master plan was released. "The reason our entire team is doing this is because we believe we're at a unique moment in time where we actually can address these seemingly intractable urban problems of affordability and inclusive economic opportunity and mobility."</p> <ul style="list-style-type: none"> Anthony Townsend, the American author of Smart Cities: Big Data, Urban Hackers and the Quest for a New Utopia, and founder of Bits and Atoms LLC, a smart city consulting firm in New York. <p>"You're actually potentially putting (the data) in a weaker organization that's just getting started, that isn't clear about its mission, its goals or its long-term financial survival, and you're giving it all this really dangerous stuff," he said. "While it looks good on paper to create an institution ... they have no idea how it's actually going to work in practice."</p>	<ul style="list-style-type: none"> ■ [REDACTED] • Urban innovation • Tall timber • Data Privacy

Date	Publication	Summary with Link	Quotes	Themes
			<ul style="list-style-type: none"> • Data issues were also a source of suspicion for David Wachsmuth, Canada Research Chair in Urban Governance at McGill University in Montreal. He said even if the plan appears to satisfy everyone's concerns on privacy and data control today, it'll be important to watch how those concerns change over time. <p>"There's every chance that this thing gets built and 15 years later or five years later, there's just a slow creep of some of the data analytics stuff that was clearly motivating the project from the beginning. I just don't think that the promises of scaling that back and putting that in a third-party trust are fundamentally reliable," Wachsmuth said.</p> <p>"When there's public pushback, which is exactly what we've seen in Toronto, that has led to a whole bunch of promises about the data governance side of things that are trying to put minds at ease. To me, the strength of those promises relies crucially on how effective the oversight will be from the city, and I have, frankly, not a ton of confidence there."</p>	

MIDP Release Media Monitoring Summary Table

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Toronto Star	<p>Plan calls for discounted price on land</p> <p>Focuses on MIDP's proposal that waterfront land be sold to developers at discounted prices to reach housing affordability targets within district.</p>	<ul style="list-style-type: none"> During a presentation Monday, Sidewalk chief executive officer Dan Doctoroff said the goal is to create a diverse and deeply inclusive community and not a gated enclave or "corporate campus" available only to an elite few. "We doubled our efforts and now offer what we feel is a novel but viable path to delivering 40 per cent below-market housing" following community consultations, Doctoroff said." David Hulchanski, a professor of housing and community development at the University of Toronto, said it the idea that the proposed timber industry could or would be launched simply for the Quayside property is unrealistic and telling, in terms of larger planning aspirations. "Yes, they are interested in (Quayside), but that is not why they are there. To do all this work and produce all this, it is about the whole IDEA District," which is what Sidewalk is calling a larger piece of the eastern waterfront that they envision as part of future plans." 	<ul style="list-style-type: none"> • [REDACTED] • Land development • Affordable Housing • Public commitment • Tall Timber • Scope
June 25, 2019	Toronto Star	<p>Sidewalk Labs wants to buy, develop and sell public land</p> <p>Focuses on the proposal that SWL buy and develop Villiers Island and other parts of the eastern waterfront.</p>	<ul style="list-style-type: none"> "We believe it's necessary to expand (our) approach to a second piece of the project known as Villiers West where the learning, innovation can continue to flow," Josh Sirefman, Sidewalk's development head, told reporters. If governments consent, the other land could be used to "foster innovation" with Sidewalk involvement guided by public leadership, he said. It's a huge surprise to learn they're contracted for 12 acres" but have added on far more, said (Paula) Fletcher (Ward 14 Toronto-Danforth) in an interview after release of the eagerly-awaited plan. "They've come here and pretended we're little rubes and we don't know what we're doing and we don't have a plan," for Villiers Island, she said, including a new river and "precinct plan" for the 80 acres including roads, sewage lines and other infrastructure for a planned mixed-use community. 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Land development • Public commitment

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Toronto Star	<p>1,500 PAGES, countless questions</p> <p>The article focuses on areas of contention between WT and SWL as well as criticisms raised by City Councillors. In particular, it discusses public transit as a deal breaker for SWL and the issues around scope and data governance.</p>	<ul style="list-style-type: none"> "I don't want an agreement that says if there's no transit we (Sidewalk Labs) will walk. I can't guarantee that (LRT line) and it's unreasonable to put that" on Waterfront Toronto, Diamond said. "Waterfront Toronto can't guarantee transit," Diamond said. "What happens if we go through a public process, six months of negotiation, spend all this money and there's no transit? I'm hoping this is a business issue, but we're concerned this issue has been put out there. It was unanticipated." Doctoroff said his firm has done "extensive modelling" and technical analysis of its project, all of which, he says, cries out for an LRT. <p>"It's just not possible. The traffic jams at greater density levels would be terrible and cannot be supported" without an LRT, Doctoroff said, referring to the additional thousands of residents and employees who would populate the firm's mixed-use development.</p>	<ul style="list-style-type: none"> • [REDACTED] • Transit • Scope • Data governance
June 25, 2019	Financial Post	<p>Did Sidewalk Labs' overstep with their masterplan? It certainly raised concerns at Waterfront Toronto</p> <p>Article focuses on scale issue and WT concerns as outlined in cover letter to MIDP.</p>	<ul style="list-style-type: none"> Dan Doctoroff: "Now, (if) at the end of the day people don't want us to do something beyond Quayside, that's entirely fair. It doesn't mean we'll want to do Quayside, though," Doctoroff said. "I'm not using the term deal breaker, but what I will say is that we do not believe just at the scale of Quayside that Waterfront Toronto's priority objectives can be achieved. That's just a reality." 	<ul style="list-style-type: none"> • [REDACTED] • Scope

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Financial Post	<p><u>Five potential sticking points in Sidewalk Lab's masterplan for the Toronto waterfront</u></p> <p>Identifies the following five key issues to be resolved: The need for scale; Lead developer role; government commitments/approvals and public administrator; Urban Data Trust; timeline for decision and realizing benefits.</p>	<ul style="list-style-type: none"> “Any agreement to proceed to implementation of a final plan will require the approval of Waterfront Toronto and, in relevant parts, the three levels of government,” Doctoroff said. 	<ul style="list-style-type: none"> ● [REDACTED] ● Scope ● Procurement ● Roles and responsibilities ● Privacy ● Economic development.
June 25, 2019	Vice News Canada	<p><u>Sidewalk Labs' 1,500-Page Plan for Toronto Is a Democracy Grenade</u></p>	<ul style="list-style-type: none"> ● Dan Doctoroff: “I think that on some levels it’s an issue of semantics,” Doctoroff said. “We would expect to play the lead role in investing \$900 million to get Quayside and Villiers West done, but what we will have to work out is the relationship between Waterfront Toronto and us.” ● #BlockSidewalk: “The review of the MIDP will shift focus away from the critically serious governance issues at the heart of this project and its evaluation,” a #BlockSidewalk statement said, adding that it expects Sidewalk Labs will engage in a public relations and lobbying blitz now that the approval process is set to begin in earnest. 	<ul style="list-style-type: none"> ● [REDACTED] ● Scope ● Roles & responsibilities; ● Data/privacy ● Transit

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Toronto Star	<p><u>Company offers \$100M for LRT</u></p> <p>Article focuses on commitment to build LRT as a condition of proceeding with SWL's development plans.</p>	<ul style="list-style-type: none"> In an interview, Sidewalk CEO Dan Doctoroff predicted that "if we have any hope of achieving Waterfront Toronto's priority objectives" for the Port Lands, "you have to have mass transit to serve it." Councillor Joe Cressy (Ward 10, Spadina-Fort York), who sits on the board of Waterfront Toronto, agreed that "we desperately need transit" connecting to Quayside and the Port Lands, but warned against making any Sidewalk development deal contingent on the LRT's construction. <p>"When you make a land deal conditional on the opening of new transit, in effect we could put that piece of property on ice for decades if transit isn't built," he said, arguing it would make more sense to proceed with new development while simultaneously working to build new transit.</p>	<ul style="list-style-type: none"> [REDACTED] Transit Public funding commitment
June 25, 2019	Toronto Star	<p><u>Sidewalk Labs is pledging to protect 'urban data.' Critics question if their 'untested' plan is worth the risk</u></p> <p>Article focuses on privacy concerns around the collection of urban data within the development, as well as the proposed process of managing said data.</p>	<ul style="list-style-type: none"> Speaking generally, Brenda McPhail, the CCLA's director of the privacy, technology and surveillance project, said proposed oversight doesn't guarantee consumer protection. <p>"It is a sexy new name for the same old thing, which is information about you and I and every other person who moves through that neighbourhood," McPhail said.</p> <p>Any outcome, she noted, rests on yet-to-be-mapped-out technology and the ways it could be embedded throughout the community. One example would be sensors capable of facial recognition, she said.</p> <p>"The kind of behavioural data you could get if you followed somebody around would potentially be the kind of data collected and integrated," McPhail said.</p>	<ul style="list-style-type: none"> [REDACTED] Data/privacy Urban innovation

Date	Publication	Summary with Link	Quotes	Themes
June 24, 2019	Toronto Star	<p><u>Here are three of the biggest questions about the Sidewalk Labs plan for Toronto's waterfront</u></p> <p>The article summarizes three key issues from the MIDP: Scope, performance payments and the IDEA District concept.</p>	<ul style="list-style-type: none"> "We don't know who is intended to be the public administrator, how many people sit on (the body) who appoints them, and how it fits in with the existing legal framework, and where the City of Toronto and the province fit into that structure," (Steven) Diamond said. 	<ul style="list-style-type: none"> [REDACTED] Scope Urban Innovation Data Performance payments
June 25, 2019	National Post	<p><u>Sidewalk Labs may have overreached, agency says</u></p> <p>Discusses MIDP's plans outside of scope of original RFP, including the creation of the IDEA district, as well as its plans to act as lead developer and establish a data trust to manage data collection and use.</p>	<ul style="list-style-type: none"> Sidewalk's plans hinge on future sign-offs from government, beyond the agency's jurisdiction, Diamond said. <p>This includes "the extension of public transit to Quayside prior to development, new roles for public administrators, changes to regulations, and government investment," he wrote.</p>	<ul style="list-style-type: none"> [REDACTED] Scope Data
June 25, 2019	Toronto Sun	<p><u>Sidewalk Labs unveil waterfront plan:</u></p> <p>Article acts as a quick, high-level summary of the MIDP without delving into any of the specifics of the plan.</p>	<ul style="list-style-type: none"> Sidewalk hopes to achieve nothing less than to improve everything about how people work and live, Sidewalk Labs CEO Dan Doctoroff said at a media presentation Monday. <p>"Our proposal aims to do something extraordinary on Toronto's eastern waterfront - create a new model of inclusive growth, where cutting-edge technology and forward thinking urban design combine to achieve an ambitious improvement in every aspect of the way we live."</p>	<ul style="list-style-type: none"> [REDACTED] Scope

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Globe & Mail	<p>Sidewalk reveals \$1.3-billion waterfront plan</p> <p>The article summarizes some of the key issues within the MIDP, including Scope, and data privacy but also discusses the benefits of Toronto as potential world leader for this kind of innovation.</p>	<ul style="list-style-type: none"> • Toronto Mayor John Tory issued a brief statement praising the plan's potential for innovation and job creation, noting that it remains subject to government approvals. Calling it the "Quayside project," the name for the initial 12 acre parcel, he did not mention the larger swath of the waterfront Sidewalk wants now. Mr. Tory said that it was important the project proceed in a transparent manner: "I firmly believe that we must develop our waterfront in the right way." • City Councillor Paula Fletcher, a critic of the project whose ward includes much of the site, called the proposal a "land grab" for prime real estate worth billions. She said she wanted to see a proposal for a 12-acre prototype, not a 200-acre master plan with prime real estate set aside for Google's own headquarters. • Councillor Joe Cressy, a Waterfront Toronto board member, called the bid to extend the project to Villiers Island and a large portion of the Eastern Waterfront a non-starter. "When it comes to the broader Port Lands, those lands are not up for sale," Mr. Cressy said of the largely city-owned land. • Critics of the project have argued that Canadians should see a fair return for innovations developed from data collected within the neighbourhood. IP lawyer Jim Hinton called the plan's IP terms "laughably stupid." "They've invited us along on a fishing trip, but the boat is theirs, the rods are theirs, the total catch will be theirs, at best we'll do is have a nice afternoon and maybe share in a shore lunch," he said in an e-mail. 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Data/privacy • Profit-sharing • Urban Innovation

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Globe & Mail	<p><u>Data, housing and rewriting rules: Everything you need to know</u></p> <p>The article summarizes some of the key issues within the MIDP, including Scope, SWL as lead developer, data governance, transit. It also discusses the potential for urban innovation and the plans to build affordable housing. It flags potential legal and regulatory changes.</p>	<ul style="list-style-type: none"> • <i>Nil, but this is a very good in-depth article on some of the key issues.</i> 	<ul style="list-style-type: none"> • [REDACTED] • Data/privacy • Urban Innovation • Affordable housing • Transit • Land development • Legal/regulatory implications
June 25, 2019	Calgary Herald/Windsor Star/National Post/Vancouver Sun	<p><u>Sidewalk Labs' Smart city masterplan raises concerns</u></p> <p>The article flags the scale issue, as well as issues around the proposed financing by SWL for infrastructure development, and its role as lead developer.</p>	<p><i>Nil. Only quotes are from Diamond's cover letter.</i></p>	<ul style="list-style-type: none"> • [REDACTED] • Transit • Scope
June 25, 2019	The Star	<p><u>Sidewalk Labs says it won't pay upfront costs for new LRT critical to 'smart city' waterfront development</u></p> <p>Article summarizes the emphasis put on transit within the MIDP, and its "self-financing" proposal.</p>	<ul style="list-style-type: none"> • <i>Nil</i> 	<ul style="list-style-type: none"> • [REDACTED] • Transit

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	The Guardian	Google sister company releases details for controversial Toronto project Article provides a high-level summary of the MIDP, focusing particularly on data and privacy issues.	<ul style="list-style-type: none"> Diamond said Waterfront Toronto would like more information on data collection and use and digital governance and will continue reviewing the plan and seeking public feedback in the coming weeks. 	<ul style="list-style-type: none"> [REDACTED] Data/privacy
June 25, 2019	Canadian Press	Sidewalk releases full plan for controversial Toronto development Article provides a high-level summary of the MIDP.	<ul style="list-style-type: none"> "We heard serious concerns about privacy, boy, did we hear concerns about privacy," said Doctoroff on Sidewalk's months of public consultations. 	<ul style="list-style-type: none"> [REDACTED] Data/privacy Scope
June 25, 2019	Toronto Star	Let the Sidewalk debate begin The article summarizes some of the key issues within the MIDP, including Scope, SWL as lead developer, and public transit as a potential deal-breaker.	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> [REDACTED] Affordable Housing Transit
June 25, 2019	Kitchener-Waterloo Record	Sidewalk Labs shares its vision for Toronto The article summarizes some of the key issues within the MIDP, including Scope, SWL as lead developer, and public transit as a potential deal-breaker	<ul style="list-style-type: none"> Doctoroff said in an interview that he wasn't setting any "red lines" but that, as with needing transit to the area, Sidewalk's plan would be more difficult without the addition of Villiers West. "From several perspectives it is less appealing. It is less appealing financially, it's less appealing because a number of these systems require a greater Scope to be proven or make economic sense." Ontario Infrastructure Minister Laurie Scott said in a statement that the government has faith in the board, and that its guiding principles for waterfront development continue to be "respect for taxpayer dollars, strong administrative oversight and the protection of people's privacy." 	<ul style="list-style-type: none"> [REDACTED] Scope Transit Urban Innovation Privacy

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	Toronto Star	<p><u>Analysis: Should we go all in on Sidewalk Labs, or just click no to 'Googleville' on the waterfront?</u></p> <p>The analysis piece primarily discusses the issues of Scope, the tall timber industry, profit sharing, and the issue of public transit.</p>	<ul style="list-style-type: none"> "At what point did we decide to turn over some of the most valuable real estate in all of North America to the creation of a company town?" (Charlie Angus) told the Star's Jesse McLean. 	<ul style="list-style-type: none"> [REDACTED] Scope Affordable housing Tall Timber Public transit
June 25, 2019	Mobile Syrup	<p><u>Sidewalk Labs reveals \$1.3 billion plan, questions loom about privacy, expansion</u></p> <p>General description of main MIDP elements. Summary of SWL presser on June 24th and questions asked of Dan Doctoroff by reporters at the event.</p>	<ul style="list-style-type: none"> Dan Doctoroff press conference: He stated that it was important to have the data publicly accessible, but that it was up to the government to adopt this. Doctoroff reiterated that Sidewalk Labs aims to implement "unprecedented" privacy protection means. He stated that Sidewalk Labs "will not sell personal information, we will not disclose personal information to third parties without explicit consent." Further, Doctoroff stated that the project will facilitate the "responsible data use policy that prioritizes public good" and will put forth an "unprecedented privacy regime," but he didn't expand on what that 'regime' would be. 	<ul style="list-style-type: none"> [REDACTED] General Privacy Scope
June 25, 2019	CJBK News Talk	<p><u>Sidewalk Labs lays out massive plan for smart city: Waterfront Toronto with concerns</u></p> <p>Reports on IDEA district; Villiers West; Data Trust; \$80 million tall timber factory</p>	<ul style="list-style-type: none"> Sidewalk Labs CEO Dan Doctoroff told reporters while there's still 1,500 pages, this is still just a draft. "We're obviously willing to tweak the plans, we don't believe we have a monopoly on good ideas," he said. "We shouldn't control that data, instead what we've said is that we think a democratically overseen, government-sanctioned, independent Urban Data Trust ought to be created that establishes the rules," Doctoroff said. Waterfront Toronto: "We will require additional information to establish whether they are in compliance with applicable laws and respect Waterfront Toronto's digital governance principles," the organization said. 	<ul style="list-style-type: none"> [REDACTED] Data/privacy

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	City News	<p><u>Waterfront Toronto outlines key concerns as Sidewalk Labs releases draft plan</u></p> <p>Outlines WT concerns with the MIDP including Scale; Lead developer role and procurement; Transit commitments, Data collection and privacy concerns.</p>	<ul style="list-style-type: none"> • Micah Lasher, Head of Policy and Communications for Sidewalk Labs says this expanded area, called the IDEA district, would be entirely at the discretion of the government down the road and is not a condition of the Quayside project being built. “The IDEA district would basically take those idea and through a government-run administrator and district expand the policies and innovation and guidelines to a broader area, constituting about a third of the eastern waterfront that would be developed by others, We would not be the developers,” said Lasher. “The ideas that are proven out at Quayside would help spur an innovative, more sustainable, affordable kind of development led by others, across this somewhat broader piece of the eastern waterfront.” • Sidewalk Labs General Counsel Alyssa Harvey Dawson says this trust would be made of at least five people from the community, public sector along with privacy and data governance experts. “It will be a mix of people from the community and from the government who have a vested interest in making sure the public interest is actually served,” said Dawson. • When asked whether he was concerned whether Sidewalk Labs could potentially pull out of the project, Diamond said he hopes they would be able to reach an accommodation. “That’s our first line, to try and reach an accommodation with sidewalk. But at the end of the day, if they decide they can’t live with it … then it’s likely what’s in the best interest for the city of Toronto for the future.” 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Land Development • Data/privacy • Transit

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	The Daily Hive	<p>Sidewalk Labs unveils \$1.3-billion plan for Toronto's waterfront</p> <p>Article provides a high-level summary of the MIDP, with a quote from Mayor Tory.</p>	<ul style="list-style-type: none"> • Toronto Mayor John Tory says if done the right way, "Quayside represents many exciting possibilities. The Quayside project has the potential to accelerate the city's goals and objectives for the waterfront and the broader city through the implementation and demonstration of innovations in areas such as planning, design, construction and information technology," said Tory, in a statement. • However, Tory added that all levels of government and Waterfront Toronto need to ensure the project is done in a "transparent manner that's good for Toronto, good for the province, and good for Canada." • I look forward to Waterfront Toronto consulting the public about this draft plan and Waterfront Toronto for their ongoing work on this plan that ultimately will be subject to the approval of all parties involved," he added. 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Data/privacy
June 25, 2019	TVO	<p>Opinion: Here's what stands in the way of Sidewalk Labs' plans for the Port Lands</p> <p>The article summarizes some of the concerns – including data privacy, necessary legal/regulatory changes, SWL as lead developer and the scope.</p>	<ul style="list-style-type: none"> • Newly minted Minister of Labour Laurie Scott told TVO.org via email, "Our government continues to be guided by three principles when it comes to waterfront development: respect for taxpayer dollars, strong administrative oversight and the protection of people's privacy." • That's nearly the same thing then-minister of infrastructure Monte McNaughton said back in February, when the government was also saying things like "Never in a million years would we provide our approval" for Sidewalk's plans. (Though Scott omitted that part yesterday.) 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Data/privacy • Legal/regulatory changes
June 25, 2019	Bloomberg	<p>Sidewalk Labs Plans \$980 Million Investment In Toronto Tech City</p> <p>Article provides a summary of the MIDP and related</p>	<ul style="list-style-type: none"> • "Our plan puts the public sector in the driver's seat in ways that's not the norm for a lot of tech companies in the world," Dan Doctoroff, the company's chief executive officer said at media briefing. "Sidewalk aims to partner with the government in order to create the conditions for real estate developers, civic organizations, tech companies, and residents, workers and visitors to build a great community in the decades to come." 	<ul style="list-style-type: none"> • [REDACTED] • Data/privacy • Transit

Date	Publication	Summary with Link	Quotes	Themes
		investments, background on the RFP process, as well as a brief summary of the business plan.	<ul style="list-style-type: none"> "We understood that we were going to have to be held at a higher standard," Doctoroff said. "The approach we're proposing vests complete control of urban data in government-sanctioned independent data trusts. It would be consistent with and in addition to existing and future privacy laws in Ontario and Canada." 	<ul style="list-style-type: none"> Land development
June 25, 2019	Globe & Mail	<p><u>Sidewalk Labs could make Toronto a world leader in urban tech</u></p> <p>Op-Ed by Richard Florida, UofT prof in School of Cities and Rotman School of Management.</p> <p>Is positive about the potential "catalytic" impacts of Google as an anchor tenant, and discusses the benefits of Toronto leading potential urban innovation.</p>	<ul style="list-style-type: none"> From the author: Combined with our city's already-established capabilities in real estate development and artificial intelligence, Sidewalk Labs can be the propellant Toronto needs to become a world leader, if not the world leader, in this critical field, forming the development test bed where new technologies can be integrated and tested, and fueling the most powerful cluster of urban-tech firms and startups on the planet. 	<ul style="list-style-type: none"> Urban Innovation
June 25, 2019	Toronto Star	<p><u>Sidewalk Labs plan sets a new standard for inclusive urban growth: CEO</u></p> <p>Op-Ed by Dan Doctoroff, summarizing the MIDP and highlighting key priority outcomes including economic development, sustainability, housing affordability, urban innovation and mobility. Article's discusses how they have met concerns raised within public consultations.</p>	<ul style="list-style-type: none"> "We heard the concerns about data privacy. We heard the concerns about land grabs. We heard the concerns about private interests." 	<ul style="list-style-type: none"> Urban innovation Consultations Economic Development Sustainability Housing affordability Mobility

Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	National Observer	<p><u>Alphabet's Sidewalk Labs aims to create world's largest 'climate-positive' neighbourhood</u></p> <p>Focuses on the MIDP's sustainability objectives, including the projection that the Quayside development could reduce GHGs by 85 per cent.</p>	<ul style="list-style-type: none"> Officials said the organization is mindful that they will be employing a lot of trees and need to plant ahead of time to ensure there is no carbon deficit in the country. A lot of this will depend on how prepared Canada's forestry supply chain is for this huge jump in demand for trees by the time construction begins (should the plan be approved). One official expressed concern that Sidewalk Labs had the potential to absorb a big portion of Canada's timber supply, making it difficult for any other industry that requires timber. 	<ul style="list-style-type: none"> [REDACTED] Sustainability Tall Timber Urban Innovation Scope Data

Mayor Tory's Full Statement



John Tory
Mayor

Mayor Tory's statement on the public release of the Quayside Master Innovation and Development Plan

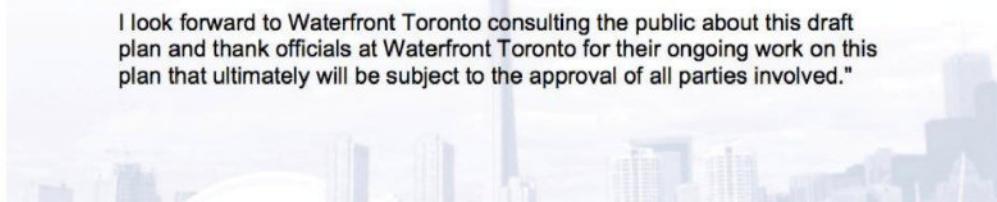
"I firmly believe that we must develop our waterfront in the right way.

Today, we took another step forward in the careful process of developing our waterfront with the public release of the draft Master Innovation and Development Plan proposed by Sidewalk Labs.

The Quayside project has the potential to accelerate the City's goals and objectives for the waterfront and the broader city through the implementation and demonstration of innovations in areas such as planning, design, construction, and information technology. Done the right way, Quayside represents many exciting possibilities.

I have said many times that collectively, our job as governments, along with Waterfront Toronto, is to make sure the Quayside project - and the tremendous opportunity it represents for innovation, economic development and jobs - is done in a transparent manner that's good for Toronto, good for the province, and good for Canada.

I look forward to Waterfront Toronto consulting the public about this draft plan and thank officials at Waterfront Toronto for their ongoing work on this plan that ultimately will be subject to the approval of all parties involved."



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Date	Publication	Summary with Link	Quotes	Themes
June 25, 2019	InfraNews	<p><u>Sidewalk Labs releases Toronto waterfront plan</u></p> <p>Article provides a high-level summary of the MIDP and the roles that SWL would play in developing Quayside and the River District.</p>	<i>Nil</i>	<ul style="list-style-type: none"> • [REDACTED] • Land development
June 24, 2019	Yahoo Finance	<p><u>Alphabet commits to data privacy in Toronto smart city master plan</u></p> <p>Article focuses on the data privacy issues related to the MIDP.</p>	<ul style="list-style-type: none"> • CEO Dan Doctoroff said at a press conference on Monday that Sidewalk Labs will not disclose personal information to third parties without explicit consent and will not sell personal information. 	<ul style="list-style-type: none"> • [REDACTED] • Data/privacy
June 24, 2019	The Star	<p><u>Sidewalk Labs master plan for Quayside set to be made public today</u></p> <p>Pre-release article, highlighting what was known about the MIDP before its release, and the RFP process.</p>	<i>Nil</i>	<ul style="list-style-type: none"> • [REDACTED] • Urban innovation • Data/privacy
June 26, 2019	The Star	<p><u>5 small but big ideas for the city</u></p> <p>A summary of key innovations proposed within the MIDP including adaptive traffic signals, heated pavements, curbless streets, public wi-fi.</p>	<i>Nil</i>	<ul style="list-style-type: none"> • [REDACTED] • Urban innovation • Data/privacy

Date	Publication	Summary with Link	Quotes	Themes
June 26, 2019	The Star	<p>A look behind Villiers West, and what's next for the island</p> <p>Article focuses on the scope of the MIDP beyond Quayside, and reactions to it by Fletcher and Diamond.</p>	<ul style="list-style-type: none"> • "Flawed" and a "non-starter" are the words city Councillor Paula Fletcher uses to describe Sidewalk Labs' proposal to build part of its high-tech neighbourhood on Villiers West, a little known, yet-to-be-built area in the Port Lands. • "If there is an excellent opportunity to create an innovation hub and Google headquarters on land that is the City of Toronto's, I do believe in this particular instance that we do have an obligation to look at it," said board chair Steve Diamond. <p>"It's not an enormous additional piece of land," he said, referring to Villiers West.</p> <p>"I think it is worth a look, definitely worth a look," added Diamond, who has been critical of some elements of Sidewalk's overall proposal.</p> <ul style="list-style-type: none"> • Fletcher, whose Ward 14 Toronto Danforth area takes in the Port Lands, says she was surprised this week to see that Sidewalk Labs is now, in her words, "staking a claim" to Villiers West, and she plans to send a letter to Waterfront Toronto voicing her opposition. • "I think Waterfront Toronto has to decide if they can give Sidewalk an exclusive right to Villiers West and, if not, that should come off the table. There is nothing that I've read in Waterfront Toronto's RFP that would give (Sidewalk Labs) the exclusive right to take 20 acres of Villiers Island, which already has a plan behind it. <p>"I think everybody (including the public) has a right to look at what should go on Villiers Island. We're not just starting at zero here," Fletcher said in an interview Tuesday.</p> <p>"We are well developed in this" Villiers Island plan, she said.</p> <p>"There has to be a competition."</p> <p>"There has to be a tender. There is no procurement in the RFP by Waterfront Toronto to give away 20 acres on Villiers Island."</p> <ul style="list-style-type: none"> • In an interview Monday, Sidewalk CEO Dan Doctoroff said that while it's completely the purview of the city, "what we're suggesting is the value of an innovation campus 	<ul style="list-style-type: none"> • [REDACTED] • Scope • Land development • [REDACTED]

Date	Publication	Summary with Link	Quotes	Themes
			<p>anchored by a dramatically expanded Google (Canada) headquarters, hopefully, would be something the city would express a lot of excitement over."</p> <p>Doctoroff added that neither Sidewalk nor Waterfront Toronto can "impose any requirement" on the city regarding the proposal.</p> <p>"It will be ultimately up to the city and we're prepared to have that discussion," he said.</p>	
June 26, 2019	Globe & Mail	<p><u>The cracks in Sidewalk's Toronto plans</u></p> <p>Opinion piece, discusses aspects of the MIDP that go beyond the original RFP, such as the transit extension and the areas beyond Quayside. Ends with statement that governments should look for a better deal.</p>	N/A	<ul style="list-style-type: none"> • [REDACTED] • Scope • Transit • Urban innovation
June 26, 2019	The Star	<p><u>'Smart city' developers want own transit agency</u></p> <p>Article focuses on transit line and MIDP proposal to establish a Waterfront Transportation Management Association and the integrated mobility package (for TTC pass, bike share, ride-hail and car-share services)</p>	<ul style="list-style-type: none"> • "Over my dead body," said Councillor Gord Perks (Ward 4, Parkdale-High Park), who has opposed numerous aspects of Sidewalk's plans, of the WTMA idea. <p>"Accountability to the public is greatly harmed ... This would further cement that distance between people that elect governments and the decisions that they make."</p>	<ul style="list-style-type: none"> • [REDACTED] • Transit • Urban innovation

Date	Publication	Summary with Link	Quotes	Themes
June 26, 2019	Now Magazine	<p>Sidewalk Labs T.O. plan has heated walkways, roads that light up based on traffic</p> <p>Article focuses on the technological advances that the MIDP would bring to urban planning, including heated sidewalks, raincoats, removable road tiles. It flags concerns around data collection and privacy.</p>	<ul style="list-style-type: none"> Sidewalk Labs CEO Daniel Doctoroff told reporters their proposal aims to "dramatically" reduce carbon emissions by nearly 90 per cent. "Our proposal aims to ... create a new model of inclusive growth, where cutting-edge technology and forward-thinking urban design combine to achieve an ambitious improvement in every aspect of the way we live," he said during a presentation. Sidewalk Labs' director of public realm Jesse Shapins told CTVNews.ca that the creeping influence of artificial intelligence into people's lives is prompting "important questions (that) we as a society have to be asking." "It's focusing on where AI can be the most useful," he said. "Things like understanding all the energy that's being used in a neighbourhood at one time and trying to optimize that use to reduce energy demands and have less greenhouse gas emissions." Shapins added, "when you're thinking about a public space, in many ways, the things that make (them) most remarkable is how inefficient they are." 	<ul style="list-style-type: none"> [REDACTED] Urban innovation Data/privacy
June 26, 2019	The Loop	<p>Sidewalk Labs' master plan: another hard lesson in urban utopianism</p> <p>Opinion: from Andrew Clement Structured as a series of questions which point out key considerations for evaluating the MIDP.</p>	Nil	<ul style="list-style-type: none"> [REDACTED] Legislation/regulatory changes Data/privacy Land development

Date	Publication	Summary with Link	Quotes	Themes
June 26, 2019	Globe and Mail	<p>Time to 'start over' on Sidewalk Labs development, Balsillie says</p> <p>Summary of Balsillie's initial comments on the MIDP, as stated at the June 26th Canada Future Forward Summit at The Globe and Mail Centre in Toronto.</p>	<ul style="list-style-type: none"> Jim Balsillie says Sidewalk Labs' \$1.3-billion plan for Toronto's waterfront is unfair to Canadian innovators and will have a negative economic impact on the country. <p>"I'm not comfortable with the data issues. I'm not comfortable with the IP (intellectual property) issues. I'm not comfortable with who's the lead vendor," Mr. Balsillie said in an interview.</p> <p>"I think we have to start over."</p> <ul style="list-style-type: none"> But Mr. Balsillie said he doesn't understand why Waterfront Toronto, an agency controlled by the municipal, provincial and federal governments that oversees development along Lake Ontario, has pursued a partnership with Sidewalk. <p>It would be better for Canada's innovation economy, he argued, if local companies that have developed smart city technologies had been brought in instead.</p> <p>If Canada doesn't adequately protect its innovators, Mr. Balsillie added, foreign companies such as Sidewalk can appropriate their ideas, their talent and their potential clients.</p> <p>"We've manufactured our own weak performance in innovation," he said.</p> <ul style="list-style-type: none"> Mr. Balsillie also remarked that the optical network Sidewalk Labs has proposed for the neighbourhood, with a 25-kilometre radius, is effectively a new and unregulated Canadian telecom company. <p>"Anyone schooled in these issues sees enormous consequences," he said to the audience.</p> <ul style="list-style-type: none"> He said cities and governments should consult with citizens first to create a framework for a smart city that could benefit them. Then, they should have searched for a vendor who could comply with that framework. 	<ul style="list-style-type: none"> ● [REDACTED] ● Data/privacy ● IP ● Land development ● Scope

Date	Publication	Summary with Link	Quotes	Themes
			<p>"Here we have a vendor really taking responsibility to propose the frameworks. And really going directly to the population and directly to the governments," Mr. Balsillie said.</p> <p>"It's not the way it's supposed to work."</p>	
June 26, 2019	The Star	<p><u>Let's make partnership with Sidewalk Labs work</u></p> <p>Opinion piece from Mitchell Cohen, President of the Daniels Corporation, in favour of Sidewalk's proposal.</p>	<ul style="list-style-type: none"> There is no doubt that Sidewalk's desire to expand beyond the initial 12-acre Quayside site is aggressive. In my view, however, we are getting a lot more than we're giving up. A new Google Canada headquarters on Villiers West will stimulate enormous commercial investment, ensuring that our eastern waterfront becomes much more than a bedroom community. 	<ul style="list-style-type: none"> [REDACTED] Scope Land development
June 25, 2019	Financial Post	<p><u>Sidewalk Labs' decision to offload tough decisions on privacy to third party is wrong, says its former consultant</u></p> <p>Article features Ann Cavoukian's views on the data governance by a third party public administrator.</p>	<ul style="list-style-type: none"> Leaning hard on a third party to make the major decisions around privacy is a mistake, according to Ann Cavoukian, Sidewalk Labs' former advisor and current Waterfront Toronto consultant, who spoke with IT World Canada after the document went public. She said Sidewalk Labs needs to have a much stronger influence on these decisions. <p>"They need to do more. They should be addressing this up front. That's why they approached me at the beginning of this operation to be their consultant and embed privacy by design into this new smart city. I told them I would be a thorn in their side if they didn't offer the strongest privacy protections. They said that was okay...and then they walked away from it. That's what bothers me."</p> <ul style="list-style-type: none"> (Sidewalk Labs] had 18 months to produce one, surely they could have pulled together the parties by now, and then have Waterfront Toronto approach those parties, and say 'Glad you're joining us but here are the terms. You must de-identify data at the source.' If the parties don't want to do it they don't join. <p>"It's not privacy versus the interests of the city and the data that is needed – you can do both, you must do both. That's why you have to do it proactively up front</p>	<ul style="list-style-type: none"> [REDACTED] Scope Urban Innovation Data/privacy

Date	Publication	Summary with Link	Quotes	Themes
June 26, 2019	Financial Post	<p><u>Waterfront Toronto chairman has doubts about Sidewalk Labs' ambitions</u></p> <p>Article features an interview with Stephen Diamond, who comments on some of the areas of concern within the MIDP.</p>	<ul style="list-style-type: none"> In an interview with the Financial Post on Tuesday, Stephen Diamond, a veteran Toronto real estate developer and chairman of Waterfront Toronto, expressed doubts about a number of aspects of the project, including Sidewalk Labs' insistence that they need a guarantee that light-rail transit will be built through the new district. "What does one do after going through a public negotiation, and (assuming) other deals, other issues are resolved, how do you enter into an appropriate arrangement with a private company that is conditional on something beyond your control?" he said. Diamond noted that Sidewalk's long-awaited development plan, released Monday, was more ambitious in scope and contained significant departures from earlier plans. "They've now come along and said no, we're no longer going to put the headquarters on Quayside, but we're going to put it on a different piece of land that we want," Diamond said. "And by the way, (they) don't want to have to go through a procurement for that particular piece of land, because (they) want to build the Google headquarters there." "We do not believe that they have presented strong arguments that that scale is needed," he said. "Certainly, there was an indication from the beginning, that it was something that they wanted, but it was also something that was clearly indicated in the agreements, that it wasn't something we were obligated to accept." 	<ul style="list-style-type: none"> ● [REDACTED] ● Transit ● Scope ● Administration/ regulation / legislation

June 27, 2019 Summary

Date	Publication	Summary with Link	Quotes	Themes
June 27, 2019	Globe & Mail	<p>Sidewalk Labs' profit-sharing proposals doesn't go far enough, experts say</p> <p>Article provides views on the profit-sharing proposal of the MIDP, arguing that it doesn't provide a good deal for Toronto.</p>	<ul style="list-style-type: none"> "They should be getting a 10-per-cent commission on things that they are able to sell and we should be getting the 90 per cent," said Jim Hinton, a patent lawyer and principal at Own Innovation IP strategy firm in Waterloo, Ont. Sheema Khan, an Ottawa-based patent agent with Stratford Managers Corp., called the rate "unfair": "Without the city's support, my understanding is that Sidewalk Labs would not be able to fully perfect its technology." In the draft master plan, Sidewalk instead suggests sharing profits from selling the technology. Myra Tawfik, a University of Windsor professor who focuses on IP commercialization, said that "This, to me, is clearly Sidewalk Labs saying, 'We will own and control all of the intellectual property.'" <p>This is an important point, Ms. Tawfik continued, because a given piece of tech can consist of dozens, hundreds or thousands of patents that can be separately licensed for vast arrays of technologies - and that licensing income would not necessarily flow through to Canadians</p> <ul style="list-style-type: none"> "We believe that this place requires the participation from a broad array of parties, including Canadian innovators, we wanted to contribute something that would create the conditions to alleviate some of those concerns," Alyssa Harvey Dawson, Sidewalk's head of privacy and data governance, said in an e-mail. <p>The pledge worried experts, however, because it only applies to Canadian patents. Each of the IP lawyers who spoke to The Globe and Mail said that many Canadian startups operate in far more jurisdictions, limiting the pledge's benefits.</p> <ul style="list-style-type: none"> If the idea is to make sure that Canadian companies and Canadian entrepreneurs can benefit from the innovation happening in our midst, it's very difficult to actually have a viable technology if you're going to limit yourself to Canada alone," said Anthony de Fazekas, an IP lawyer who heads up Norton Rose Fulbright's Canadian innovation division. 	<ul style="list-style-type: none"> [REDACTED] Profit sharing IP

Date	Publication	Summary with Link	Quotes	Themes
Jun 26, 2019	NY Mag	<p><u>Cozy Streetscapes and Big Data: Google's Reimagining of Toronto</u></p> <p>Opinion piece by Justin Davidson about the potential of SWL's proposals but also citing some of the privacy concerns.</p>	<p><i>Nil</i></p>	<ul style="list-style-type: none"> • [REDACTED] • Urban Innovation • Scope • Data privacy
Jun 27, 2019	GQ	<p><u>Dan Doctoroff: 'All we are trying to do is enhance what makes cities great'</u></p> <p>Article featuring interview with Dan Doctoroff about the SWL plan's ambitions.</p>	<p>"I don't think I fully appreciated what I was getting myself into," says Dan Doctoroff, the founder and CEO of Sidewalk Labs, the urban innovation arm of Google's parent company, Alphabet, and the division of the company hoping to deliver the Toronto project. "This is by far the most complicated thing I have ever done."</p> <p>"If you look at what we are actually proposing, most of it has nothing to do with data and sensors," he says. "But we do take the question of data and privacy incredibly seriously. While we don't think of this place as being driven by sensors and data, we do think that they can add extraordinary value in terms of achieving quality of life objectives. But they have to be managed carefully. A few months ago, we proposed an urban data policy that we think is a huge leap forward in terms of the way data collected in public or semi-public spaces can be managed. We believe we should be subjected, like everybody else, to the same set of rules and be governed by an independent civic data trust. We know we are going to have to find ways of managing data in the future to ensure that everyone feels comfortable with the ways it is actually used."</p>	<ul style="list-style-type: none"> • [REDACTED] • Urban innovation • Data privacy
Jun 26, 2019	BetaKit	<p><u>Ann Cavoukian still has problems with Sidewalk Labs' approach to data with Quayside</u></p> <p>Article focuses on Cavoukian's objections to SWL's urban data trust and</p>	<p>"What's missing from [the trust], is the fact that it doesn't come with a requirement that any parties that join the Urban Data Trust must de-identify data at the source, right at the time of collection," she said. "That has to be an essential ingredient or this Urban Data Trust will have no value. In fact, it will have a negative value in terms of privacy."</p> <p>"When you look at the section on privacy and the identification of data, they say that identifiable data should be rendered non-identifiable," Cavoukian told BetaKit. "They then say that you can't do so completely... that will involve some risk. To me, that's a cop-out."</p>	<ul style="list-style-type: none"> • [REDACTED] • Data governance/privacy

Date	Publication	Summary with Link	Quotes	Themes
		de-identification of data in the MIDP proposal.	<p>Cavoukian said when strong de-identification protocols are used, companies can potentially minimize the risk of re-identification to less than 0.05 percent, less than the odds of being hit by lightning.</p> <p>"Those are damn good odds," Cavoukian said. "Personal information is a treasure trove. Everybody wants personal information in personally identifiable form, that's the big win. The only way you can protect privacy is to anonymize the data right from the outset. Then you have very valuable data that you can use for a variety of purposes, but it's not linked to personal identifiers. That's what we have to promote. I didn't see that coming out in this [plan]."</p>	

June 28, 2019 Summary

Date	Publication	Summary with Link	Quotes	Themes
June 27, 2019	Globe & Mail	<p>Sidewalk smart-city plan could derail waterfront projects, developer warns</p> <p>Views from various real estate developers, including President of Castlepoint Realty Partners, one of the largest private landowners in the Port Lands, on the SWL proposal.</p>	<ul style="list-style-type: none"> "I think that's massive, that's far-fetched actually," said Alfredo Romano, president of Castlepoint Realty Partners, of a proposal the New York urban-planning firm, which is controlled by Google's parent company, Alphabet Inc. "I don't think that scale would be achievable in our political environment." "I understand their requirement for critical mass," he said. "Is it overly ambitious? We'll see ... on the face of it, yes. I don't like this idea that some big idea [is] going to deliver the Holy Grail. I like incremental development. The danger with the big idea: it comes in and it kinda paralyzes everybody." "So my recommendation would be if you're going to seriously consider this, do it in a reasonably quick time-frame. Don't hang around the event forever, because you do in fact sterilize other opportunities." "There is a lot of investment and expertise in the development area already down there - Daniels, Fernbrook, Hines, Tridel, Great Gulf, Dream, Menkes - that's a lot of firepower and now billions and billions of dollars already invested. I just don't think that Google can be a great addition to this existing constellation. They are not the messiah." Josh Sirefman, chief development officer and co-founder of Sidewalk Labs, said the company's goal is to "ultimately accelerate the development of a whole broader area." "The underlying intent is that if there are innovations that are effective and useful - that result in adjustment of regulatory or public control of development - that it would be wonderful if it was adopted elsewhere and be beneficial to consumers and developers." Sidewalk has also reached out to some of those developers, including Michael Cooper and his portfolio of real estate companies, Dream Unlimited Corp. Mr. Cooper and residential developer Great Gulf own a 5.3-acre plot of land adjacent to Quayside, which they plan to turn into residential properties with some retail. Sidewalk calls it an "optional" part of the IDEA district. 	<p>• [REDACTED]</p> <ul style="list-style-type: none"> Land development Urban innovation

Date	Publication	Summary with Link	Quotes	Themes
			<p>"We committed to it and bought it before this whole thing was announced," said Mr. Cooper, Dream's president. "We love the area."</p> <p>He called Sidewalk's master plan "innovative" and said he would continue to buy more land in the southeastern part of the city. However, Dream is not waiting for Sidewalk to win city approval to continue its development. "We are not putting the site on hold for anyone," he said.</p> <ul style="list-style-type: none"> • Jim Ritchie, executive vice-president at Tridel Group, said his condo development company supports Sidewalk's vision for the site in concept because it will help develop the eastern waterfront region and bring more technology companies to Toronto, but said there are many details still to be determined. <p>"It's a bit early to get definitive about a position, but conceptually we're supportive," he said.</p> <ul style="list-style-type: none"> • Mr. Ritchie said Bayside's partners had to satisfy a number of requirements for the site from Waterfront Toronto involving design excellence, innovation, sustainability, contribution to economic growth, new parkland and public space. Sidewalk Labs ought to face the same scrutiny, he said. <p>"In terms of the concept and the ideas, the innovation, the sustainability, all those things I think are very good, but the due process was no different for us and it has to be the same for them," he said.</p>	
Jun 27, 2019	BlogTO	<u>Sidewalk Labs plans to create its own transportation agency within Toronto</u> Article about the proposed WTMA and reactions by City Councillor Gord Perks.	<ul style="list-style-type: none"> • "This is nothing but a power grab," said City Councillor Gord Perks to the Toronto Star's Ben Spurr in a piece highlighting Sidewalk Labs' WTMA proposal on Tuesday. <p>"Creating a body which is further removed from the public because you want a specific policy outcome" is not democratic, said Perks.</p> <p>"Accountability to the public is greatly harmed... This would further cement that distance between people that elect governments and the decisions that they make."</p>	<ul style="list-style-type: none"> • [REDACTED] • Transit • Legislation/regulation

Date	Publication	Summary with Link	Quotes	Themes
			<p>Gord Perks  @gordperks</p> <p>Erasure of democratically elected governance not shown. twitter.com/tara_deschamps...</p> <p>Tara Deschamps  @tara_deschamps</p> <p>Sidewalk Labs is hosting an open house this Saturday for the public to get a peek at its "neighborhood of the future." It's made a large-scale model of its proposed neighbourhood.</p>  <p>A rendering of a modern residential building with a wooden facade and large windows, labeled as a "renthouse for residents".</p> <p>From its draft Master Innovation and Development Plan (MIDP), earlier this week, looks at creating the neighbourhood of the future and for a healthier planet. At 307 we've built a full-scale, ground-floor Quayside, and we'll have staff on hand to walk you through our vision at the event and the media preview!</p> <p>A detailed description of the Quayside model, mentioning its design by Tasek-Lee Jours and its integration with the surrounding environment.</p> <p>Plans call for all buildings in Quayside to be built from mass timber, an expensive but far more environmentally sustainable and easier to manage material. Our focus on timber served to bring a biophilic, naturally beautiful building material. At Quayside, our plan is to devote the ground floor shell system that opens to the street and adapts to the ever-chang</p> <p>60 10:31 AM - Jun 26, 2019</p> <p>22 people are talking about this</p>	
Jun 27, 2019	mobilesyrup	Waterfront Toronto begins examining Sidewalk Labs' \$1.3 billion plan for a smart city	<ul style="list-style-type: none"> Stephen Diamond, the chairman at Waterfront Toronto board, acknowledged in an interview with BNN Bloomberg that the proposal was larger than anticipated. <p>"I think they were aware that we had concerns or that there should be some pushback, but I think they wanted the opportunity, and fairness to them, to debate what they felt was their vision." Diamond told BNN Bloomberg.</p>	<ul style="list-style-type: none"> • [REDACTED] • Scope • Data privacy

Date	Publication	Summary with Link	Quotes	Themes
		<p>Article recaps BNN interview with Stephen Diamond by Amanda Lang.</p> <p>Link to BNN interview is here: Bloomberg Markets.</p>	<p>He also stated that he believes some of what they are proposing is "going a bit too far."</p> <ul style="list-style-type: none"> Diamond said that this does not mean that they shouldn't take a look at it. He stated that the board needs to examine the implications the plans could pose to residents in Toronto. He says this is the case when anything new or innovative is proposed. When asked about the data issues surrounding the proposal, he said that data privacy is not just an issue for Sidewalk Labs or for Waterfront Toronto, and that it is a global issue. <p>He said that the government will be looking at the data privacy issues as well, as the federal government is hinting towards initiatives.</p> <p>Diamond said that the next step of the process is to hold public consultations. He said that the board hopes to address the issues by the end of the summer after hearing from the public and after a discussion with Sidewalk Labs.</p>	



Item

Tracking Status

- This item was considered by [Executive Committee](#) on June 6, 2019 and was adopted with amendments.

Executive Committee consideration on June 6, 2019

EX6.1	ACTION	Amended		Ward: 10, 14
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Quayside - Update

Committee Decision

The Executive Committee:

1. Directed the Deputy City Manager, Infrastructure and Development Services to undertake a comprehensive review of the Quayside Master Innovation and Development Plan, along with the related Waterfront Toronto Board decision, in consultation with relevant City Divisions and Agencies, and report back to the Executive Committee by the end of the second quarter of 2020. Such review to include the following:
 - a. the relationship between the proposed trust and the vision for smart city governance;
 - b. whether it is Sidewalk Labs, Waterfront Toronto or the City's data being shared and who has custody/control or ownership of the data that will be governed by the 'trust';
 - c. the definition of a resolution process for the trust for scenarios for the governance of data where there is no group consensus or input as to its collection;
 - d. whether there is a data governance model for all data collected through the Sidewalk Toronto project that falls within Sidewalk's definition of "urban data" (for which the 'trust' is proposed) and who would determine its parameters or if the data governance model under consideration only deals with a subset of data;
 - e. how Intellectual Property provisions in the new United States-Mexico trade deal may affect the operation of Sidewalk Labs, as well as its relationship with the three levels of Canadian government; and
 - f. review of provisions around commercialization of technology.

2. Directed the Deputy City Manager, Infrastructure and Development Services to undertake a comprehensive public and stakeholder consultation program as part of the City's review of the Quayside Master Innovation and Development Plan, as outlined in the report (June 3, 2019) from the Deputy City Manager, Infrastructure and Development Services.
3. Directed the Chief Information Officer and City Clerk, in consultation with appropriate City staff, to report to the Executive Committee, by the end of the fourth quarter of 2019 on the development of a City-wide policy framework and governance model associated with digital infrastructure and data, such as Smart Cities, and a work plan for implementation, to be used in evaluating the Quayside Master Innovation and Development Plan.
4. Directed the Deputy City Manager, Infrastructure and Development Services, to develop a detailed list of City approvals, including additional procurement processes, as required, that would be applicable to component parts of the Master Innovation and Development Plan, for use in the City's comprehensive review of the Master Innovation and Development Plan, as well as the related public and stakeholder consultation processing.

Origin

(June 3, 2019) Report from the Deputy City Manager, Infrastructure and Development Services

Summary

The purpose of this report is to provide an update on Quayside, a project of Waterfront Toronto, working with Sidewalk Labs. It describes Waterfront Toronto's decision-making process for the upcoming Master Innovation and Development Plan being prepared by Sidewalk Labs. In addition, it outlines a proposed work plan for the City's review of the Master Innovation and Development Plan, as well as progress on a City-wide digital infrastructure policy framework and governance model, to be used in reviewing the Master Innovation and Development Plan.

The report is presented now so that there will be a City work plan in place when Sidewalk Labs provides the Master Innovation and Development Plan to Waterfront Toronto for its release. If adopted, the recommendations would enable the work plan proposed by City staff.

Quayside is a 4.8 hectare (12 acre) parcel of land on Toronto's waterfront, located at Queens Quay Boulevard East and Parliament Street. Through a competitive Request for Proposals process, Waterfront Toronto has engaged Sidewalk Labs to develop a proposal for these lands – called a Master Innovation and Development Plan or Master Innovation and Development Plan. The Master Innovation and Development Plan is expected to outline a vision for the Quayside site and make specific proposals related to sustainability, buildings, public realm, mobility, economic development, housing affordability, social infrastructure, and digital infrastructure and data governance. Staff anticipate that the Master Innovation and Development Plan will also explore the potential of implementing selected technologies and innovations beyond the Quayside site, as contemplated in the Waterfront Toronto Request for Proposals. This may include a proposal for a Sidewalk Labs development in the western portion of Villiers Island, including an expanded Google Canada headquarters, as well as provision for other technology and innovation companies and organizations. Further, the Master Innovation and Development

Plan may propose roles for Sidewalk Labs in advising Waterfront Toronto, on deploying technology and in financing infrastructure beyond the Quayside site.

Not unlike other large City-building initiatives, the Quayside project presents both opportunities and challenges. Quayside has the potential to accelerate the City's goals and objectives for the waterfront and the broader city through the implementation and demonstration of leading innovations in City-building. More broadly, the project may contribute to Toronto's business, government, academic and social sectors, bringing ideas, investment and jobs to areas of innovation, such as information technology, planning, design and construction.

The project, however, is not without its challenges, including questions related to data privacy and governance, and the geographic scope of the project. City divisions and agencies would undertake a thorough review of the Master Innovation and Development Plan, identifying both its potential opportunities and challenges, using the evaluation criteria presented in this report. The City's analysis will build on the review that will be conducted by Waterfront Toronto, and it would be informed by public and stakeholder consultation.

Over the course of the drafting of the Master Innovation and Development Plan, staff of the City, Provincial and Federal governments have provided Waterfront Toronto and Sidewalk Labs with preliminary comments on work in progress. Meetings have been high level discussions based only on limited information, for the purpose of understanding, without prejudice, the proposals relative to applicable government legislation and regulation, City plans, policies and by-laws.

The process and anticipated timeline for Waterfront Toronto's review and consideration of the Master Innovation and Development Plan is expected to be:

- Sidewalk Labs will provide the Master Innovation and Development Plan to Waterfront Toronto;
- Waterfront Toronto will publicly release the document after completing an assessment to confirm that the Master Innovation and Development Plan submission is complete;
- Waterfront Toronto will host a series of public and stakeholder consultation meetings in the third quarter of 2019;
- Waterfront Toronto will complete its evaluation of the Master Innovation and Development Plan by the end of the fourth quarter of 2019; and
- Waterfront Toronto's Board of Directors will consider the Master Innovation and Development Plan, as well as recommendations from Waterfront Toronto management in late 2019 or early 2020.

If Waterfront Toronto's Board of Directors decides to pursue the Master Innovation and Development Plan in late 2019 or early 2020, in whole or in part, City staff would complete a work program that would culminate in a report to the Executive Committee, anticipated in the second quarter of 2020.

The Master Innovation and Development Plan is expected to be large, complex and unique, and will require several months of analysis. The following inputs would inform the City's work program:

- Waterfront Toronto's Master Innovation and Development Plan evaluation and Board direction;
- Local and global precedents;
- Results of public and stakeholder consultation processes;
- Provincial and Federal government consultation;
- Comments from City divisions and agencies; and
- Where necessary, input from consultants and subject matter experts, particularly with respect to analysis of the Master Innovation and Development Plan business case, digital infrastructure and data governance.

See Figure 1, for a process map related to the above.

Figure 1: Anticipated Master Innovation and Development Plan Review Process

(See Figure 1 titled "Anticipated Master Innovation and Development Plan Review Process in the Summary section of the report dated June 3, 2019 from the Deputy City Manager, Infrastructure and Development Services)

Staff would evaluate the Master Innovation and Development Plan and Waterfront Toronto Board decision based on the following criteria:

- a. Alignment with City plans, policies and guidelines;
- b. Alignment with procurement policies and best practices;
- c. Alignment with good governance best practices;
- d. Feasibility and desirability of business case proposals;
- e. Innovation in the achievement of City goals;
- f. Potential for community benefits; and
- g. Alignment with existing and emerging government digital infrastructure and data governance policies.

City staff anticipate hosting public and stakeholder consultations in the first quarter of 2020 focussed on the City's interest, after the Waterfront Toronto Board has considered the Master Innovation and Development Plan. City staff would retain the services of a professional public

consultation facilitator. Public meetings would be held throughout the City and would be webcast.

Given the significance of questions related to data privacy and governance, the City's review of the Master Innovation and Development Plan would also be informed by a City of Toronto digital infrastructure policy framework and governance model as well as Provincial and Federal policy frameworks on digital strategy and data governance as they become available. The City's policy framework is under development by the Chief Information Officer, working with the City Clerk, and will address these issues from a city-wide perspective. Public and stakeholder consultation meetings for this broader digital infrastructure policy context will begin in the third quarter of 2019, and staff will report to the Executive Committee on progress by the end of the fourth quarter in 2019. The digital infrastructure policy framework and governance model would therefore be an important tool in evaluating the Master Innovation and Development Plan.

Should Waterfront Toronto's Board decide to pursue the Master Innovation and Development Plan, in whole or in part, and should Council decide to pursue all or parts of the Master Innovation and Development Plan in response to the second quarter 2020 staff report, implementation of the approved portions of the Master Innovation and Development Plan would still be subject to numerous phases of approvals by all three orders of government. This also may lead to legislative and policy changes from governments. The precise list of regulatory and non-regulatory application processes that would be required for the project to proceed would be determined by the City, Provincial and Federal governments as the Master Innovation and Development Plan is reviewed. Business and Implementation Plans for the affected areas would need to be prepared and considered by Council. In addition, beyond Quayside, any use of City-owned land would be subject to additional procurement; CreateTO, with support of applicable City staff, would work with Waterfront Toronto, as appropriate, to identify procurement options, and would report to Council in the second quarter of 2020 as part of the comprehensive review of the Master Innovation and Development Plan.

Staff anticipate that additional temporary staff and specialty consultants will be needed to assist in the areas of project management and public consultation, as well as research and analysis related to digital infrastructure, data management, financial and legal issues. The costs associated with this work would be addressed through the Waterfront Revitalization Initiative Capital Budget.

Background Information

(June 3, 2019) Report and Attachments 1 and 2 from the Deputy City Manager, Infrastructure and Development Services on Quayside - Update

(<http://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-133867.pdf>)

(May 23, 2019) Report from the Deputy City Manager, Infrastructure and Development Services on Quayside - Update - Notice of Pending Report

(<http://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-133418.pdf>)

Communications

(June 4, 2019) Letter from Tim Kocur, Executive Director, The Waterfront Business Improvement Area (EX.Supp.EX6.1.1)

(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95048.pdf>)

(June 4, 2019) E-mail from Patricia Marson Vaughan (EX.Supp.EX6.1.2)
(June 4, 2019) Letter from Tom Slee (EX.Supp.EX6.1.3)
(June 4, 2019) Letter from Roger B. McNamee (EX.Supp.EX6.1.4)
(June 5, 2019) Letter from Cybele Sack (EX.Supp.EX6.1.5)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95050.pdf>)
(June 5, 2019) Letter from Keith McDonald, The Open News Network (EX.Supp.EX6.1.6)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95051.pdf>)
(June 5, 2019) E-mail from David T. S. Fraser (EX.Supp.EX6.1.7)
(June 5, 2019) E-mail from Milan Gokhale (EX.New.EX6.1.8)
(June 5, 2019) Letter from Mike Yorke, President and Director of Public Affairs and Innovation, Carpenters' District Council of Ontario (EX.New.EX6.1.9)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95072.pdf>)
(June 6, 2019) Letter from A. J. Diamond (EX.New.EX6.1.10)
(June 5, 2019) Submission from Michael Bryant and Dr. Brenda McPhail, Canadian Civil Liberties Association (EX.New.EX6.1.11)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95085.pdf>)
(June 6, 2019) Letter from Suzanne Kavanagh, St. Lawrence Neighborhood Association (EX.New.EX6.1.12)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95092.pdf>)
(June 13, 2019) Letter from Ken Greenberg (EX.New.EX6.1.13)
(June 6, 2019) Letter from Dr. Siobhan O'Flynn (EX.New.EX6.1.14)
(June 6, 2019) Letter from Michele Romanow and Andrew D'Souza (EX.New.EX6.1.15)
(June 6, 2019) E-mail from Nick De Carlo (EX.New.EX6.1.16)
(June 6, 2019) Letter from Sahar Raza (EX.New.EX6.1.17)
(June 6, 2019) E-mail from Marva Burnett and Judy Duncan, ACORN Canada (EX.New.EX6.1.18)
(June 5, 2019) Letter from Julie Di Lorenzo (EX.New.EX6.1.19)
(June 6, 2019) E-mail from Patricia McKay (EX.New.EX6.1.20)
(June 6, 2019) Submission from JJ Fueser (EX.New.EX6.1.21)
(June 6, 2019) Letter from Melissa Goldstein (EX.New.EX6.1.22)
(June 6, 2019) E-mail from Heather Tremain, Chief Executive Officer, Options for Homes (EX.New.EX6.1.23)
(<http://www.toronto.ca/legdocs/mmis/2019/ex/comm/communicationfile-95099.pdf>)

Speakers

Brian Kelcey, Toronto Region Board of Trade
Bianca Wylie, Tech Reset Canada
Jim Balsillie, Council of Canadian Innovators
Cherise Burda, City Building Institute, Ryerson University
Julie Beddoes
Cynthia Wilkey, Waterfront For All
Melissa Goldstein, Parkdale Neighbourhood Land Trust
Ken Greenberg, Greenberg Consultants Inc.
Max Dean
Janice Fueser
Nick DeCarlo
Sahar Raza
John Wilson, West Don Lands Committee

Mike Yorke, Carpenters' District Council of Ontario
Thorben Wieditz
Suzanne Kavanagh, St. Lawrence Neighbourhood Association
Julie Di Lorenzo
Micah Lasher, Sidewalk Labs
Sunil Sharma, Techstars Toronto
Dr. Siobhan O'Flynn
Councillor Paula Fletcher
Councillor Joe Cressy
Councillor Shelley Carroll
Councillor Brad Bradford

Motions

*1a - Motion to Amend Item moved by Councillor Paul Ainslie (**Carried**)*

That Recommendation 1 be amended so that it includes a new part a, b, c, d, e and f, so that it now reads as follows:

1. Executive Committee direct the Deputy City Manager, Infrastructure and Development Services to undertake a comprehensive review of the Quayside Master Innovation and Development Plan, along with the related Waterfront Toronto Board decision, in consultation with relevant City divisions and agencies, and report back to the Executive Committee by the end of the second quarter of 2020. Such review to include the following:
 - a. the relationship between the proposed trust and the vision for smart city governance;
 - b. whether it is Sidewalk Labs, Waterfront Toronto or the City's data being shared and who has custody/control or ownership of the data that will be governed by the 'trust';
 - c. the definition of a resolution process for the trust for scenarios for the governance of data where there is no group consensus or input as to its collection;
 - d. whether there is a data governance model for all data collected through the Sidewalk Toronto project that falls within Sidewalk's definition of "urban data" (for which the 'trust' is proposed) and who would determine its parameters or if the data governance model under consideration only deals with a subset of data;
 - e. how Intellectual Property provisions in the new United States-Mexico trade deal may affect the operation of Sidewalk Labs, as well as its relationship with the three levels of Canadian government; and
 - f. review of provisions around commercialization of technology.

*1b - Motion to Amend Item (Additional) moved by Councillor Paul Ainslie (**Carried**)*

That Executive Committee direct the Deputy City Manager, Infrastructure and Development Services, to develop a detailed list of City approvals, including additional procurement processes, as required, that would be applicable to component parts of the Master Innovation

and Development Plan, for use in the City's comprehensive review of the Master Innovation and Development Plan, as well as the related public and stakeholder consultation processing.

*2 - Motion to Adopt Item as Amended moved by Mayor John Tory (**Carried**)*

Vote (Adopt Item as Amended)

Jun-06-2019

Result: Carried	Majority Required
Yes: 7	Paul Ainslie, Ana Bailão, Gary Crawford, Frances Nunziata, James Pasternak, Michael Thompson, John Tory (Chair)
No: 0	
Absent: 1	Denzil Minnan-Wong

Source: Toronto City Clerk at www.toronto.ca/council

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 26, 2019 11:34 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: IGSC Highlights (DRAFT)

Glenn,

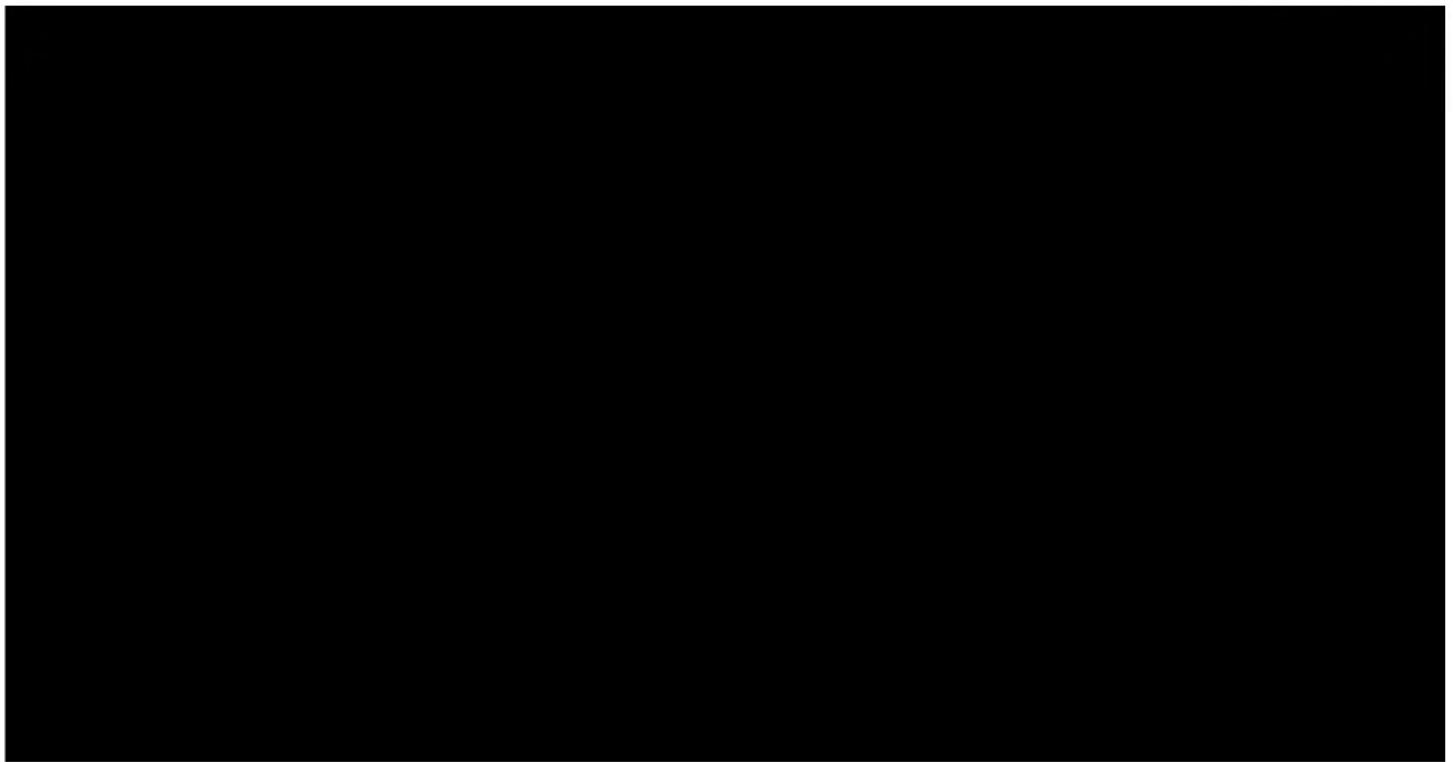
For information, please see below draft key highlights from Friday's IGSC. Happy to discuss and revise as needed per your direction.

Nancy

IGSC Highlights

March 26, 2019
8:45 AM



**Other business**

- No other business

December 6, 2018



Waterfront Toronto / Rolling Five-Year Strategic Plan / Past · Present · Future

The Opportunity for Toronto, Ontario, and Canada

Toronto is at a critical juncture. It has a strong and diversified economy, a thriving cultural life, and has earned a growing international reputation as a welcoming destination for visitors and new immigrants. At the same time, like other cities around the world Toronto is working to address an array of challenges associated with economic inequality, affordability, mobility and environmental sustainability.

The challenges many cities face today are products of their growth and success. Urbanization is a major global trend: 55% of humanity already lives in cities, and the UN projects that this figure will reach 68% by 2050. The Greater Toronto Area is home to nearly half of Ontarians (48.3%), a share that's expected to keep growing. Toronto's assets and systems—from housing to roads to transit—are strained precisely because so many people want to live and work here.

In addition to facing challenges associated with its growth, Toronto is navigating trends that are shaping life across many jurisdictions. Toronto's neighbourhoods have become more fractured along lines of income and identity. Opportunities related to technological and economic change have been unevenly distributed. Variations in social capital and trust leave some residents at increased risk of isolation. And extreme weather is becoming more frequent, raising concerns about the resilience of our built environment.

Over the next five years, Toronto—and by extension Ontario and Canada, whose economies and reputations are tied to their largest city—has an opportunity to address some of the pressing urban problems of our time, growing economically while thriving socially and culturally. The waterfront is the place where communities and city-builders are bringing some of their best ideas to life. The past 15 years have shown that with meaningful public engagement as well as thoughtful leadership and investment, urban places can be transformed from sites of industrial aftermath to centres of economic, social and cultural success.

Today, with government partners and other stakeholders, Waterfront Toronto is working to build a connected waterfront that belongs to everyone: a leading example of innovative and inclusive urban design, a magnet for investment and job creation, and a source of pride and inspiration for Canadians.

To create a waterfront that supports the outcomes that matter to Canadians we're thinking and building at the intersections of innovation and job creation, city-building and public good.



Located at the heads of three slips along Queens Quay, the WaveDecks are functional urban docks that have helped to turn a cramped sidewalk into a generous, accessible public promenade. Since they opened in 2008, the WaveDecks have earned nine urban design awards.

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THE WATERFRONT STORY SO FAR

Waterfront Toronto came together in 2001 to tackle big issues along the waterfront that only powerful collaboration across all three orders of government could solve.

The governments of Toronto, Ontario and Canada laid out a clear and ambitious mandate for Waterfront Toronto: to enhance the economic, social and cultural value of waterfront lands, and to create an accessible and active waterfront for living, working and recreation. Governments directed Waterfront Toronto to deliver these outcomes with a high degree of fiscal and environmental responsibility; in partnership with the private sector; with active public engagement and participation; and in a way that would ultimately make the continued growth and revitalization of the waterfront self-sustaining.

The pages that follow offer an overview of our work to date, and the substantial progress we've made in transforming the lands by the lake into one vibrant and connected waterfront that belongs to everyone.

New Neighbourhoods

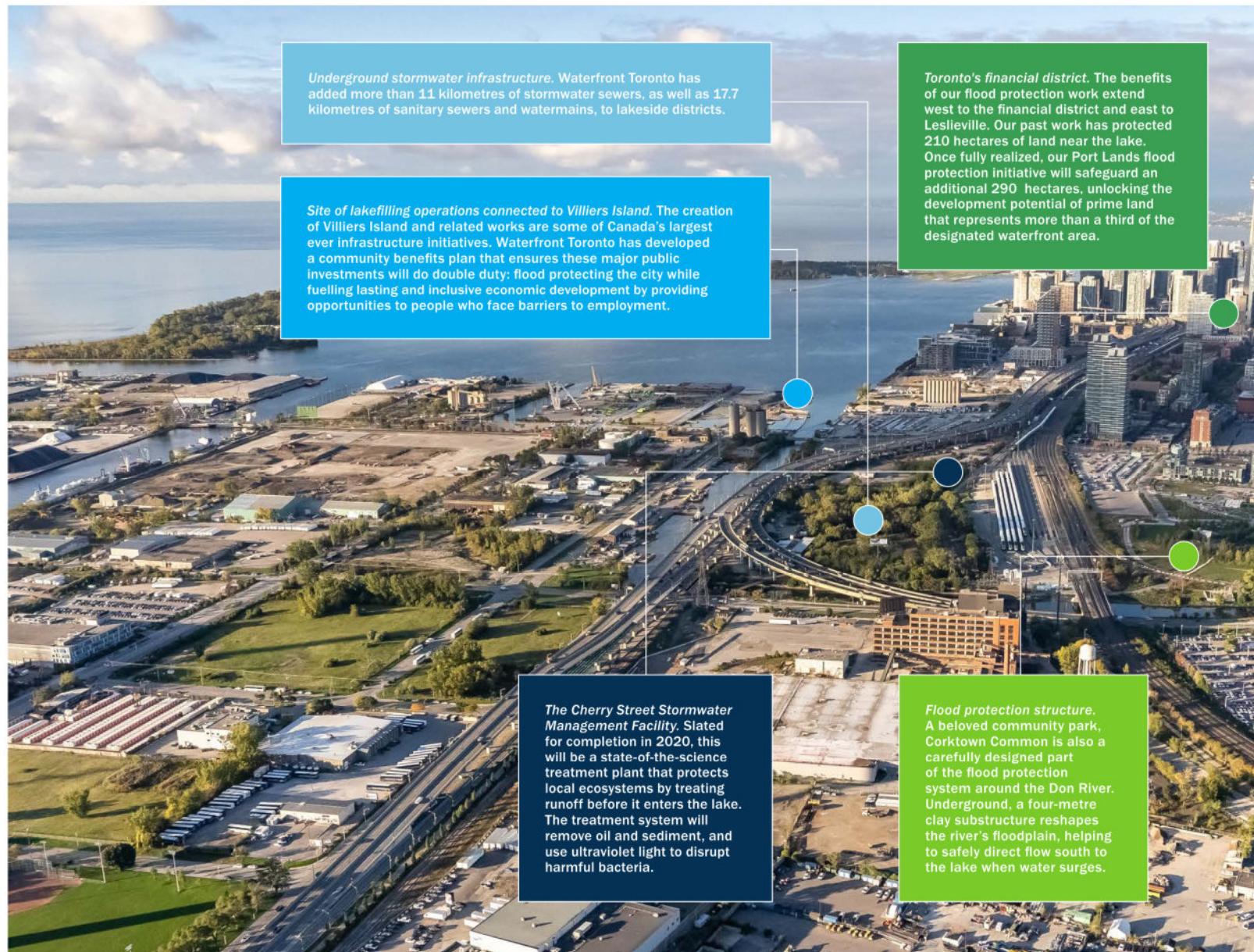
The West Don Lands, pictured here, is one of several new neighbourhoods whose development Waterfront Toronto has enabled.

In 2001, this 32-hectare tract of land was underutilized, and contaminated from past industrial use. We began by remediating the soil and crafting a community-informed master plan for the area, including plans for high-quality infrastructure and public spaces. This foundational work made the West Don Lands an attractive target for private-sector investment, enabling us to take parcels of land to market and earn a profit for taxpayers.

As private developers got to work on new residential and commercial buildings—designed and constructed according to our rigorous sustainability requirements—Waterfront Toronto partnered with Infrastructure Ontario and others to make sure the neighbourhood would include affordable housing, social services, and neighbourhood assets—in this case a YMCA.

Today, this area is home to thousands of people and many successful local businesses. In 2017/18 the West Don Lands won an Urban Land Institute Global Award for Excellence and was praised as, “a global showcase of city-building...that’s for and about the people it serves.”





Flood Protection and Infrastructure

Waterfront Toronto was created to unlock the extraordinary potential of the lands along the lake. Flood protection is an essential part of that mission.

As extreme weather becomes more frequent, protecting the city from surging water is becoming an even more urgent imperative. Through Waterfront Toronto, the governments of Toronto, Ontario and Canada are investing to meet this challenge for the benefit of homeowners, businesses, neighbourhoods and the wider economy.

We've already made significant progress, delivering a critical flood protection landform at Corktown Common (see image). Our most substantial project, the Port Lands flood protection initiative, got underway in 2017 with a \$1.25 billion contribution from the three orders of government. It's expected to be completed in 2023/24.

In addition to protecting the city from flooding, we're adding important infrastructure to manage stormwater — creating channels that allow high volumes of runoff to flow safely away from neighbourhoods while protecting the health of the lake.



Attracting Investment

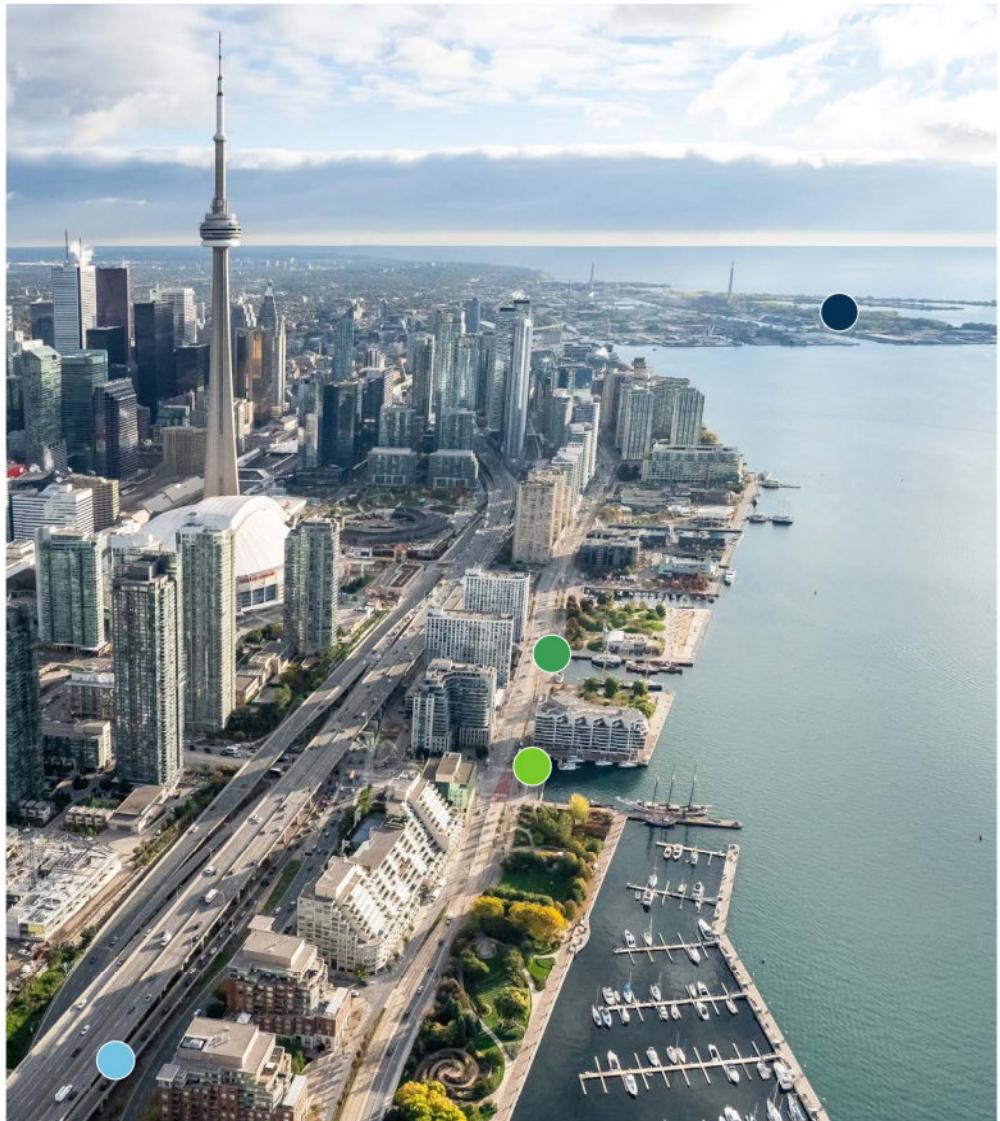
When Waterfront Toronto was created, the governments of Toronto, Ontario, and Canada pooled \$1.2 billion in seed capital to fuel an extensive program of waterfront revitalization. The goal was to unlock the latent value of prime lands along the lake—to build prosperity and enhance quality of life.

East Bayfront, the 23-hectare development pictured here, is just one area where we created the conditions for major job-creators and post-secondary institutions to locate on waterfront lands, activating an underutilized area and building momentum for further investment.

We've attracted developers, private firms and institutions by doing essential foundational work, like crafting excellent master plans, carrying out environmental remediation and flood protection work, and collaborating on key civic infrastructure. With strong partnerships across all three levels of government, Waterfront Toronto has been uniquely equipped to solve complex city-building challenges and move revitalization forward.

Government investments in Waterfront Toronto have realized over \$10 billion in new-private sector investment. The return on public sector investment has been \$4.1 billion in total economic output to the Canadian economy.





We led the transformation of Queens Quay from an unfriendly arterial road with ageing infrastructure to a balanced, modern street that invites people to enjoy the lakeshore. Today the area has updated infrastructure underground, more than 150 new trees, a generous granite sidewalk and still plenty of room for cars and light rail transit.

Waterfront Access and Connections

Providing safe and easy access to the shores of Lake Ontario is an important part of our work. To date, we've created over 13 kilometres of trails and promenades in key areas of the waterfront, as well as a range of parks and public spaces that facilitates active transportation and make it more fun for people to move through the city toward the water.

Every public space we create or redevelop is accessible according to the Access for Ontarians with Disabilities Act (AODA). This includes recreational trails and beach access routes, outdoor eating areas, outdoor play spaces, parking areas, service counters and other amenities.

In addition to making the water's edge more accessible to everyone, we ensure that new waterfront neighbourhoods are connected to the fabric of the city—with roads, transit service and active transportation routes. These links support the success of local businesses, make the waterfront a better place to live and help realize the vision of one connected waterfront that belongs to everyone.

Whether in parks, on beaches, or along public promenades, Waterfront Toronto has created more than 13 new linear kilometres of public waterfront access—like this stretch of the Water's Edge Promenade.

1 We partnered with the City of Toronto to deliver The Bentway. In addition to providing new recreational space under the Gardiner Expressway, this linear park makes it easier and more pleasant to get to and from the lake on foot or by bike.

2 The Queens Quay streetcar line is a key transit link to and across the waterfront. We've partnered actively with the City of Toronto, the TTC, and others to plan for intensified transit connectivity along the lake. Some new routes are already active, and bigger changes, like the East Harbour Transit Hub, are coming.

3 The Outer Harbour Recreational Node, created in 2015, is a thoughtfully constructed outcropping that offers an accessible space for fishing, birdwatching and simply enjoying nature. We connected it to the Martin Goodman Trail, and made shoreline improvements to offer better habitat for fish, amphibians and native plants.

4 The Martin Goodman Trail, which runs parallel to this stretch of Queens Quay, is a favourite route for cyclists and joggers. Waterfront Toronto has added more than 5,800 linear metres to the trail.



Sustainability

Sustainability and resilience are at the heart of Waterfront Toronto's mandate and approach. In every project we deliver, we strive for a win-win: a lakeshore that supports a thriving city while sustaining healthy ecosystems.

Our Minimum Green Building Requirements, which have guided the development of all new buildings on lands under our stewardship, have resulted in neighbourhoods with exceptional performance in energy consumption, low carbon emissions and reduced waste generation. Developments constructed in line with our standards have also realized 40% energy cost savings.

We've addressed contamination risk in more than 65 hectares of soil, supported the development of a healthy tree canopy and improved plant and wildlife diversity on land with carefully planned parks. Our work has also supported biodiversity in the water: we've enhanced over 118,000 square metres of marine habitat and carried out extensive shoreline remediation to create more supportive environments for fish and amphibians.

By guiding the creation of a greener built environment and supporting the health of ecosystems in and around the lake, we're creating a waterfront where people and nature thrive together.



Trees on the Water's Edge Promenade, like hundreds of others across the waterfront, benefit from soil cell technology. Soil cells are composed of a tiered web of rigid boxes that prevent soil from compacting under the weight of city pavement. When revitalization is complete, all waterfront trees that don't live in parks—about 16,800 of them—will have soil-cell technology to help their roots to spread and thrive, keeping them healthy as they grow to full maturity.

Aqualina at Bayside, a Tridel development, is a landmark in sustainable residential development. It's pursuing LEED Platinum certification and will include a Net-Zero Dwelling: a distinction units can earn when 100% of their energy is supplied by zero-carbon, on-site renewable sources. Waterfront Toronto's green building standards, which have supported a culture of sustainable design in lakeside districts, have been honoured with one of the field's most prestigious awards: the Globe Award for Environmental Excellence in Urban Sustainability.



Below: In addition to providing flood protection and amenities that enhance neighbourhood life—like an athletic field and a splash pad—the 7.3 hectare Corktown Common includes an extensive landscape of marshes, prairies and woodlands to promote biodiversity. Its plants are 95% native and Toronto-adapted species. The park's ecological richness has created a welcoming environment for wildlife and migratory birds.

Left: When we built the WaveDecks, we enhanced the marine habitat underneath by installing a variety of structures such as river-stone shoals, boulders, root balls and logs. These structures support plant growth and increase shelter and foraging opportunities. The number and diversity of fish species in the area have increased markedly over the last decade.





EXECUTIVE SUMMARY
WATERFRONT TORONTO'S ROLLING FIVE-YEAR STRATEGIC PLAN:
2019/20–2023/24

Toronto is attracting growing international attention as an open, safe and inclusive city filled with opportunity. The next five years will be a defining time for Toronto—and the waterfront can be a place that embodies the city's values and ambitions, while communicating a unique identity to the world. Waterfront Toronto's government partners have an opportunity to harness growing development momentum in one of the world's most promising city-building landscapes, fuelling economic growth and innovation while prioritizing inclusion, enhancing quality of life and setting new standards in sustainability.

This plan describes how Waterfront Toronto proposes to extend its record of success, working with our stakeholders and the public to realize the next phase in a revitalization process that's already begun to establish the waterfront as a magnet for investment and jobs; a model for inclusive urban design and development; and a source of pride for Canadians.



"The Water Guardians," by Jennifer Marman and Daniel Borins, one of eight permanent public art installations in waterfront districts. While the strength of our public art program attracts outstanding artists from across Canada and around the world, all of our commissions to date have been fabricated in Ontario.

In 2001, the governments of Toronto, Ontario and Canada laid out a clear and ambitious mandate for Waterfront Toronto: to enhance the economic, social and cultural value of waterfront lands and to create an accessible and active waterfront for living, working and recreation.

Our Record and Approach

Since 2001, Waterfront Toronto has catalyzed the revitalization of nearly 100 hectares of land along the lake. Our work has added 25 hectares of new parks and public spaces, 13 kilometres of trails and promenades by the lake, roughly 5,500 new downtown housing units (nearly 600 of them affordable), and attracted \$10 billion in private-sector investment to waterfront districts, which has meant more than 14,100 years of full-time employment. With Port Lands flood protection underway, an additional 290 hectares of waterfront land will soon be unlocked for development—adding to the 210 hectares our past flood protection work has already safeguarded.

Waterfront Toronto has achieved these results through its distinct value-creation model and by playing a unique role in Toronto's development ecosystem, as a master planner, master developer, innovation partner, capital connector and trusted public steward. Throughout its history, Waterfront Toronto has built a reputation for meaningful public consultation, for fiscal responsibility and accountability, and for leading the way on sustainability and resilience in the built environment.

Our Plan for 2019/20–2023/24

Core Commitments That Guide Our Work

Waterfront Toronto envisions a connected waterfront that belongs to everyone. Work over the next five years will be grounded in three core commitments that advance our vision.

City-building. We will continue to contribute to the urgent global conversation about how to create better cities by addressing issues like affordability, mobility, connectivity and sustainability.

Innovation and job creation. We will continue to use smart planning and effective partnerships to create jobs and unlock even more of the enormous economic value of the waterfront.

The public good. We will continue to work in a transparent and accountable way while actively seeking public input to ensure that we're improving quality of life through every project we deliver.

Enabling Factors That Support the Delivery of Our Plan

A new enabler, to fuel our plan and strengthen our organization

Increased capacity related to philanthropy and partnerships.

Waterfront Toronto plans to develop new capacity in fundraising and partnerships beginning in fiscal 2019/20, understanding that philanthropy poses new opportunities as well as challenges, including significant resource implications for Waterfront Toronto. The Corporation obtained Qualified Donee status from the Canada Revenue Agency in 2017, which enables us to work alongside our partners at the City of Toronto to connect with institutions and private donors seeking to direct philanthropic investments toward civic placemaking projects and the public realm.

Existing enablers that are important to the delivery of our plan

Governance. Waterfront Toronto has always benefited from collaboration among the three governments. Over the next five years, continued coordination among governments across the range of mission-critical issues will strengthen Waterfront Toronto's ability to deliver this plan.

Borrowing powers. Our access to a \$40 million credit facility is a key financial foundation of this strategic plan, as it enables us to optimize cashflow throughout multiple project lifecycles. This is an important capability because the timing of the funding and/or revenues we receive and the infrastructure investments we need to make do not always coincide. Waterfront Toronto will continue to use our borrowing access responsibly, with full accountability to governments.

The Next Phase in Waterfront Revitalization: Projects 2019/20–2023/24

Over the next five years—in keeping with our mandate, guided by our core commitments and supported by the three enabling factors described above—Waterfront Toronto plans to deliver a portfolio of projects that represent the next phase in the revitalization of Toronto's waterfront. These projects, which harness a combined investment of \$1.5 billion over five years, are oriented toward expanding economic opportunity and increasing connectedness and mobility around the entire perimeter of Toronto Harbour: creating new destinations, a more seamless pedestrian experience and a more robust waterborne transportation system.



Waterfront Toronto's public consultation approach is designed to provide all participants with a realistic understanding of the goals of the process, how decisions will be made and the impact of their participation.





Sherbourne Common is the first park in Canada to integrate an ultraviolet (UV) facility for neighbourhood-wide stormwater treatment into its design. Collected stormwater is treated in an underground UV facility and released from three art sculptures into this 240-metre urban river channel. It flows across the length of the 1.5-hectare park and safely into Lake Ontario.

22

Priority Projects

The Port Lands Flood Protection. Enabled by a combined \$1.25 billion investment from the governments of Toronto, Ontario and Canada, this work will protect large areas of the city from flooding and unlock the development potential of 290 hectares of prime land.

Complete Communities. Through activities like master planning and infrastructure development, Waterfront Toronto will continue to ensure that the large parcels of land available for development by the lake are transformed into thriving neighbourhoods.

Public Places. Waterfront Toronto will complete work on three new waterfront parks, extend the Water's Edge Promenade and continue to work toward an increasingly vibrant public realm—including the ongoing development of our internationally recognized public art program.

These three projects have funding commitments in place and work underway. We project that work on Waterfront Toronto's Priority Projects will be 98% complete by the conclusion of this plan at the end of fiscal 2023/24.

New Potential Projects

In partnership with other public entities, private philanthropists and the public, Waterfront Toronto will carry out due diligence to test the feasibility of four new projects that are currently unfunded:

- A continuous Waterfront Walk that offers a seamless pedestrian experience by the lake
- A new Signature Structure to capture Toronto's identity and anchor an economic cluster
- An enhanced Jack Layton Ferry Terminal and Harbour Square Park
- A Destination Playground offering children immersive, nature-focused play

Moving Ahead

The plan that follows is a rolling five-year strategic business plan that will be updated annually as its projects evolve alongside regulatory, funding and other factors. Waterfront Toronto will maintain its accountability for the initiatives laid out in this plan and for the stewardship of the public resources entrusted to it. Details regarding funding and Waterfront Toronto's framework to track its performance in delivering on public investments are included in the final section of this plan.

23



WHO WE ARE AND HOW WE WORK

Waterfront Toronto plays a unique role in Toronto's development ecosystem. As a tri-government organization, we were built to collaborate—and we work effectively with a wide range of partners, from private developers and conservationists to community groups and social service agencies. This section provides an overview of how we create value for the public by catalyzing the development of underutilized lands. It describes our mandate, track record and core capabilities, and the mechanisms that help us meet high standards of transparency and accountability as we manage substantial public investments in waterfront revitalization projects. The pages that follow also articulate our work and philosophy when it comes to ensuring the public is meaningfully consulted in our planning, policy and design processes.

Mission & Mandate

Who We Are

Waterfront Toronto is working to create a vibrant, connected waterfront that belongs to everyone. As city-builders, we care about creating neighbourhoods, parks, destinations and infrastructure that makes people's lives better.

Mandate

Our organization was established in 2001 by the Government of Canada, the Province of Ontario and the City of Toronto to unlock the social, cultural and economic potential of the waterfront. Our mandate has been to apply best practices in urban revitalization—from infrastructure and new technology to leading strategies in design and sustainable development—to over 800 hectares of underutilized land along Lake Ontario.

Record

So far, we've led or catalyzed 2.5 million square feet of development along the waterfront, adding affordable housing, commercial space, aquatic habitat, critical infrastructure and beloved public spaces. Our projects have included the West Don Lands, Corktown Common, Underpass Park, Sugar Beach, Sherbourne Common, Queens Quay, East Bayfront, the Port Lands, Jack Layton Ferry Terminal and The Bentway.

What We've Realized So Far



Waterfront Toronto team members prepare to host a game about great public spaces at the Christie Pits Film Festival. Our public consultation work goes far beyond what's legally required for public projects: we engage residents and other stakeholders early, so there's time to truly understand and incorporate their insights to improve the quality and relevance of our projects.

Public Engagement: A Commitment to Transparency & Accountability

Since its creation, Waterfront Toronto has prioritized the role of public consultation in revitalizing the waterfront. We work collaboratively with individuals, communities and our partner organizations across the GTA to generate new ideas, solve problems and meaningfully incorporate the knowledge and lived experience of the public into our planning, policy, and design processes. We believe community engagement must be conducted in a clear, transparent manner that provides all participants with a realistic understanding of the goals of the process, how decisions will be made and the impact of their participation.

Our Guiding Principles Are:

Act with Clarity and Purpose

We act with purpose, communicate our goals with accuracy and we are honest with stakeholders about their impact on the decision-making process.

Commit to an Ongoing Process

We acknowledge that engagement is an ongoing process of dialogue, dissent, consensus building and learning. We continuously evaluate our approaches, maintain a sustained dialogue with our partners and revisit our assumptions to ensure we are achieving our goals.

Support Diversity and Inclusion

We work hard to eliminate barriers to participation and to ensure representative, diverse and inclusive engagement.

Cultivate Collaboration

We recognize that city-building is a shared responsibility that requires coordinated efforts. We are committed to sharing knowledge, decision-making and resources.

Waterfront Toronto Spectrum of Engagement

To keep pace with new standards of engagement, Waterfront Toronto has expanded its approach to ensure that the public is given an even greater opportunity to provide meaningful feedback on projects. In keeping with recognized international best practice, we've recently adopted a spectrum of engagement with categories added for "listening" and "co-creation." These new categories respond to the increasing need for people to be heard and actively involved in the creation of planning and development processes.

We currently plan, deliver and synthesize a range of public feedback opportunities that include: digital surveys, focus groups, advisory committees, community information and feedback sessions, "pop up" community activations, person-on-the-street intercepts, comment walls, questionnaires, townhalls, walking tours, newsletters, dedicated project websites, creative programming, outreach on social media and public roundtables. After every formal community consultation, we report back to participants on how their feedback was incorporated into the overall plans through our meeting summaries, websites, blogs and newsletters.



Inform	Listen	Involve	Co-CREATE	Empower
Provide the public with balanced and objective information to assist them in understanding problems, alternatives or solutions.	Gather public feedback on analysis, alternatives or decisions, but also collect ideas, stories and concerns.	Work directly with the public throughout the process to ensure everyone involved is consistently understood and considered.	Partner with the public in each aspect of the development including the creation of options and the identification of preferred solutions.	Provide support and resources to allow the public to make final decisions.

Adapted from the IAP2 Spectrum of Public Participation, © International Association for Public Participation, IAP2.org.

Core Capabilities

03

Innovation Leader / Since its inception, Waterfront Toronto has emphasized innovation. We source and curate leading-edge materials, processes, and technologies—and we apply the most effective solutions to every project delivered on the waterfront. From green building standards that have been recognized internationally to the first ultra-high-speed broadband network in Canada (delivered with our partners Beanfield Metroconnect), we ensure that waterfront developments lead the way.

01

Master Planner / Waterfront Toronto is a leader in city-building. Our integrated approach to planning and design has laid the foundations for successful neighbourhoods, thriving local economies and vibrant public spaces. Design excellence combined with thoughtful planning and an iterative process that involves the public has enabled groundbreaking, win-win solutions in waterfront districts.

04

Trusted Public Steward / The backbone of Waterfront Toronto's work is its long-standing commitment to genuine public engagement. As a trusted public steward, we've established the most consultative approach in Canada and we continue to find new ways to bring the public into shaping the future of the city. For example, this year we restructured our approach to public participation around the IAP2 international standard, a recognized best practice for involving the public in an honest, meaningful and effective way.

02

Master Developer / As a development partner, Waterfront Toronto is uniquely able to work with public officials and regulators to develop innovative solutions that build prosperity while protecting the environment and the public interest. For instance, in the West Don Lands, Waterfront Toronto worked with Infrastructure Ontario and Toronto Region Conservation Authority to find a way to develop River City in concert with flood protection infrastructure—resulting in a vibrant neighbourhood in an area that had previously been closed to development due to flood risks.

05

Capital Connector / We are a nimble connector that leverages public resources to attract private investment. Through powerful collaboration across all three orders of government, we use public funds to initiate carefully chosen waterfront revitalization projects, and then convene a broad range of vital partners—regulators, private sector partners, technical experts, non-profit organizations and communities—to ensure those projects reach their full potential economically, socially and ecologically.



Waterfront Toronto has....established both tri-government funding [and] tri-government buy-in. Despite challenges...interviews with funding partners indicate that Waterfront Toronto has developed credibility in delivering waterfront renewal and provided a vehicle for intergovernmental cooperation that would otherwise be absent.



—
Ernst & Young LLP, Independent Performance Assessment of Waterfront Toronto, 2015

Surveying by the Keating Channel. This work is part of the Port Lands flood protection initiative, which began in December 2017 and is expected to be complete by the final year of this plan: 2023/24. See pages 8-9 and 46-47 for more on this transformative project.

How We Create Value

01 → 02

Governments give Waterfront Toronto oversight of the use of public lands.

As Master Planner, Waterfront Toronto creates holistic master plans for waterfront precincts, laying the foundations for complete communities where people have everything they need to live, work and play.

03 → 04

Given the contaminated, poorly serviced and isolated nature of waterfront lands, Waterfront Toronto shares risk with developers to attract private investment to revitalize the waterfront. In addition to taking the lead on critical infrastructure, we support a range of municipal approvals such as zoning, affordable housing commitments and management of any environmental issues. These enabling activities allow developers to assume the marketing, financing and construction risks.

Once the lands have been prepared for development, Waterfront Toronto brings them to market through a competitive process.

05

All Waterfront Toronto development projects have attracted considerable interest from developers and private investors, with returns on public investments typically amounting to multiples of the original outlay.



Image provided courtesy of Tridel

Fiscal Responsibility and Accountability

Waterfront Toronto is committed not only to the careful and transparent management of public funds, but to continually refining our processes and systems to ensure that we're able to generate the greatest possible public benefit with the resources entrusted to us. Over the next five years, Waterfront Toronto will continue to demonstrate the openness, accountability, fiscal prudence and pursuit of design excellence that have defined our approach from the beginning. This approach has earned us a reputation as leading city-builders with an unwavering commitment to the public good.

Procurement Approach and Record

Waterfront Toronto's procurement policy is designed to be fair, open and transparent. We aim to achieve maximum value for our stakeholders, invite competitive bids and proposals, and ensure accountability for purchasing decisions through well-defined authorization and oversight protocols. Since our founding, we have entered into 2,110 contracts with 782 suppliers, most of whom are in Canada. Information about our procurement history is available on our website.

Culture of Accountability

Waterfront Toronto aims to foster a culture where everyone embraces and stands up for the public-interest mission of our organization. To that end, we have a **Wrongdoing Policy**, which empowers employees and other stakeholders to voice any concerns in areas ranging from unethical business conduct to health and safety violations. In 2016 we appointed an independent, third-party **Accountability Officer** to receive and investigate any such reports. We also have an official **Code of Conduct** that offers guidance to our team in areas such as conflict of interest, ethical decision-making and the handling of confidential information.

Project Planning and Management

Over the last 15 years, Waterfront Toronto has executed about 50 projects, managing a total investment of \$1.3 billion. This entire project portfolio, with the exception of one project, has been delivered without material deviations in either schedule or cost. In 2017, as we embarked on larger-scale projects like the Port Lands flood protection initiative work, we further formalized our approach to project management and oversight with the creation of the **Capital Program Management Office (CPMO)**, which both streamlined and strengthened our policies and controls. The CPMO develops project-oversight dashboard reports that update senior management, board members and the three orders of government on project status and key risk areas, as well as any budget, cost, scope and schedule variations. In the event that a project in process begins to present an increased risk of cost overruns, Waterfront Toronto has clear and effective mechanisms for adjusting its approach to avoid going over budget.

Delegations of Authority

Waterfront Toronto has carefully designed processes to **direct, control and monitor financial actions** taken by our team members. The Board delegates and delimits varying degrees of financial authority to senior management, management and employees in a framework designed to minimize risks and maximize efficiencies in the conduct of our business.

Openness and Transparency

Each December Waterfront Toronto's Board of Directors adopts a publicly released **Corporate Plan** for the upcoming year; our progress is monitored against this plan and reported at least quarterly. At the end of each year we release audited financial statements and an **Annual Report**, which formally reports on our progress against the previous year's plan. In cases where our results differed from our plan, we make this information clear and easy to access.

Audit Environment

Waterfront Toronto operates in a rigorous audit environment:

- **External audits.** In keeping with legislation, Waterfront Toronto's year-end financial statements are audited annually; we've had 16 such audits since our inception.
- **Internal audits.** In addition to required audits, soon after its creation Waterfront Toronto adopted the best practice of voluntarily undergoing regular, outsourced internal audits. Since 2004, we've undergone 19 audits focusing on areas of our operations ranging from procurement to project management to cybersecurity.
- **Government audits.** As part of their oversight role, the three governments perform regular audits and performance reviews of Waterfront Toronto. To date, governments have audited us on 16 occasions.

In all, over the last 15 years, Waterfront Toronto has been the subject of over 50 audits; we've used their findings to steadily strengthen and enhance our fiscal responsibility and accountability practices.

Governance and Oversight

As a tri-government organization, Waterfront Toronto is fully accountable to the governments of Canada, Ontario and the City of Toronto. A number of oversight bodies shape the work of Waterfront Toronto.

- **Our Board of Directors**, which includes members appointed by all three orders of government (see p.37), guides our strategy, authorizes our investments and appoints our CEO.
- **The Intergovernmental Steering Committee**, composed of senior officials from the three orders of government, is a forum where

Waterfront Toronto and senior government stakeholders can strategize and exchange information on waterfront revitalization.

- **Government waterfront secretariats**, composed of dedicated staff at each of the three governments, provide operational oversight and support in the delivery of our mandate.

Expert Insights

Waterfront Toronto is proactive in ensuring that our work is guided by field-leading experts and aligned with best practices.

The Capital Peer Review Panel engages some of the industry's top experts in specific industry areas—such as infrastructure, project execution, and audit—to offer advice on project and program risks in developing, procuring, and implementing large projects and programs.

The Digital Strategy Advisory Panel is an arm's-length body tasked with providing Waterfront Toronto with objective, expert advice on the responsible use of data and technology across all waterfront projects, including Quayside. It provides insight on ethics, accountability, transparency, protection of personal privacy, data governance and cyber security.

The Design Review Panel includes some of Canada's leading experts in architecture, landscape design, engineering, and planning, and draws on their insights to support design excellence in waterfront precincts.

The Independent Capital Project Monitor (new in 2018) supports the Finance, Audit and Risk Management Committee of the Board in its project risk oversight role on the Port Lands flood protection initiative.

Board & Committees

Waterfront Toronto's Board of Directors is made up of 12 members, including a chair, jointly appointed by the three orders of government. Our directors are highly engaged in the corporation's activities and ensure that our mandate is delivered in an accountable and transparent manner. As of December 6, 2018 our Board has two vacancies.

Helen Burstyn, CM
Chair of the Board
of Directors, Managing Director,
Crescent Investment Partners

Mazyar Mortazavi
President & CEO, TAS

Michael Nobrega
Former President and CEO,
OMERS Administration Corporation

Sevana Palvetzian
CEO, CivicAction

Stephen Diamond
President and CEO, DiamondCorp

Janet Rieksts-Alderman

Managing Director, BRG's

Global Capital Projects

Meric Gertler
CM FRSC MCIP FAcSS FBA
President, University of Toronto

Jeanhy Shim
President and Founder,
Housing Lab Toronto

Susie Henderson
North America Leader, Infrastructure
Investment & Economics GHD Advisory

	Finance, audit & risk management committee	Stakeholder relations committee	Chairs committee	Investment, real estate, & Quayside committee
Mandate	Financial reporting, audit, enterprise risk management, and project risk management	Public engagement, communications, partnerships	Human resources, government relations, governance	Quayside, development projects, and real estate transactions
Chair	Janet Rieksts-Alderman	Sevana Palvetzian	Helen Burstyn	Susie Henderson Mazyar Mortazavi
Other members	Susie Henderson Jeanhy Shim	Mohamed Dhanani Meric Gertler Jeanhy Shim	Susie Henderson Mazyar Mortazavi Sevana Palvetzian Janet Rieksts-Alderman	Stephen Diamond Meric Gertler Michael Nobrega



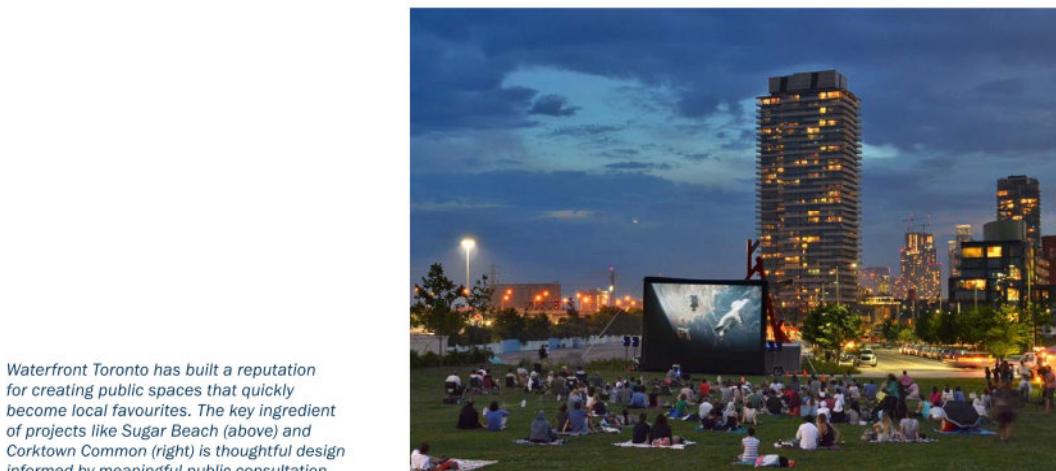
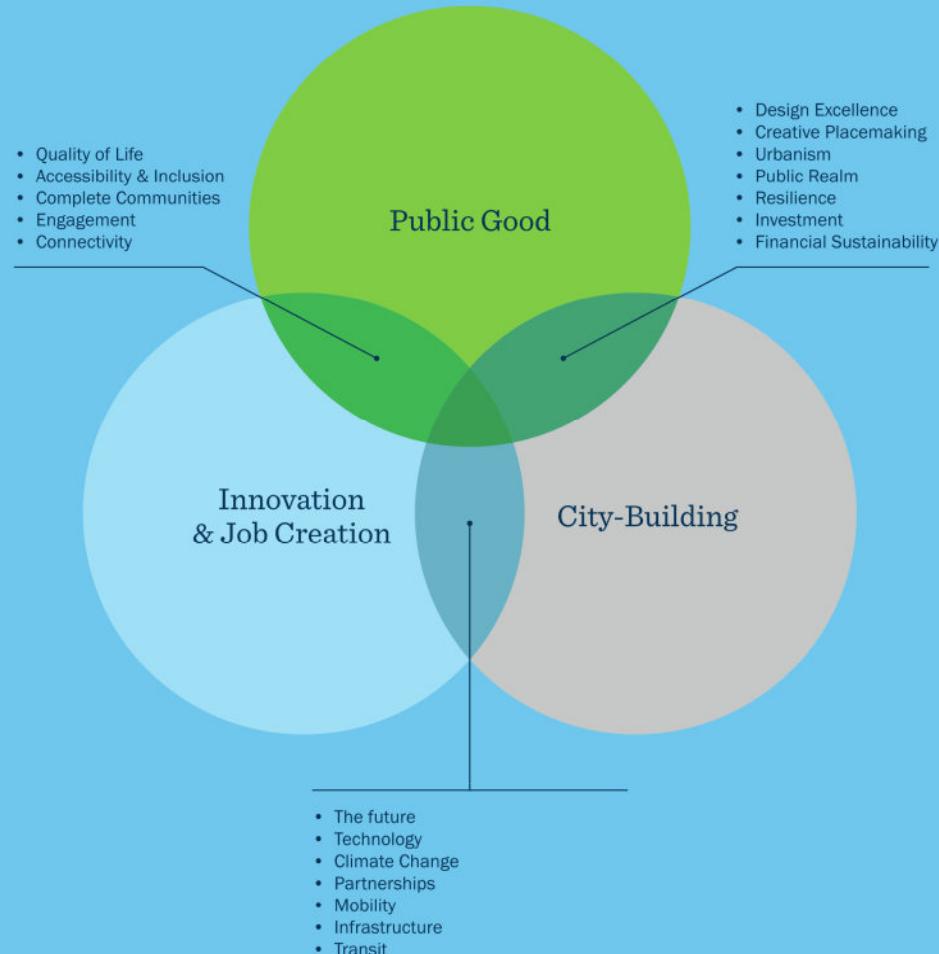
OUR PLAN FOR 2019–2023:
BUILDING A CONNECTED WATERFRONT THAT BELONGS TO EVERYONE

Since Waterfront Toronto was created, we've delivered more than four dozen capital projects on the lands along the lake—transforming almost 100 hectares of underutilized space into active urban places. Although our projects are diverse, they're all powered by our expertise in city-building, our focus on innovation and job creation and our unwavering commitment to the public good.

This section summarizes the projects we plan to deliver over the next five years. Some are already underway. Others will break ground during the life of this plan. And still others are areas of new potential—ideas and possibilities we intend to explore with our stakeholders and the public as we continue to work together for a vibrant, prosperous, and connected waterfront.

Our Core Commitments

Enhancing the Social, Economic and Cultural value of the waterfront



Waterfront Toronto has built a reputation for creating public spaces that quickly become local favourites. The key ingredient of projects like Sugar Beach (above) and Corktown Common (right) is thoughtful design informed by meaningful public consultation.

Our Strategic Priorities

01

City-Building / Already a thriving and diverse global centre, Toronto remains one of the most exciting city-building opportunities on earth. Over the next five years we are delivering initiatives that address core issues such as affordability, mobility and connectivity, sustainability and the resilience of the built environment.

02

Public Good / At the heart of everything Waterfront Toronto does is an unwavering commitment to public good, which is reflected in our vision—one connected waterfront that belongs to everyone—and in our strong focus on public engagement. We work hard to be transparent and accountable, while actively seeking public input to ensure that we're improving quality of life and the well-being of people and communities across every project we deliver.

03

Innovation and Job Creation / We are part of a worldwide community of practice that's using cutting-edge building methods, groundbreaking urban design, talented people and emerging technology to provide critical infrastructure and to support more sustainable ways of living. Through smart planning and effective partnerships, we're creating more jobs and unlocking the enormous economic value of the waterfront.

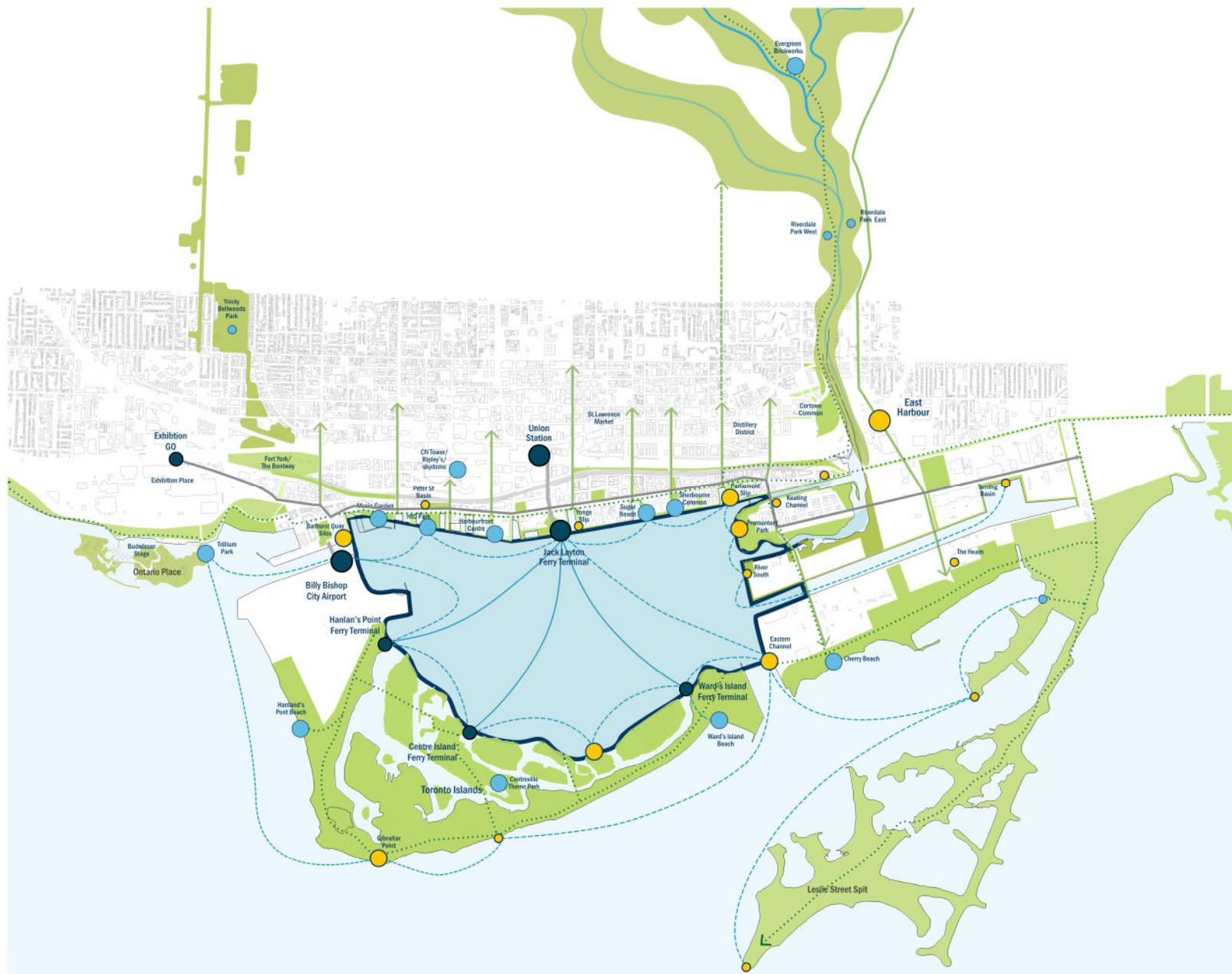
During our 2019–2024 planning horizon, we will pursue a fourth, enabling priority in order to build our capacity to pursue the three priorities just described.

04 **Enabler**

Financial sustainability / Over this next phase, Waterfront Toronto will pursue new partnerships and philanthropic support. We will foster new collaborations to advance our city-building mission, to engage new partners in waterfront revitalization and to benefit the public—all while diminishing our reliance on government investments.



The revitalized Queens Quay is the first route in Toronto whose design aligns with the City's Complete Streets Guidelines. Complete streets are carefully planned to be safe for everyone: people of all ages and abilities, and people who walk, bicycle, take transit, or drive.



More Connections to More Destinations

Our vision is one connected waterfront that belongs to everyone. Successful waterfronts around the world tend to share at least one key ingredient: waterfront promenades that connect people to great places and activities. Toronto's waterfront already has some elements of a great promenade: boardwalks, bike paths, parks and ferry service to the Toronto Islands. But connectivity around and across the harbour remains limited.

The goal of the next five years is to leverage the framework of connections around the harbour as a foundation for longer-term evolution. All of the projects outlined in this five-year strategic plan are oriented toward filling in gaps in the ring of destinations and connections that surround the harbour—whether by creating new parks, equipping emerging neighbourhoods with high-quality infrastructure, expanding the potential for travel on land or across the water, or creating inviting new destinations. These new projects will move Toronto's waterfront to the next level of revitalization, unlocking its potential and affirming Toronto's position as a leader in city-building, urban design, sustainability, resilience and quality of life.

DESTINATIONS

- Existing
- Emerging/Future

CONNECTIONS

- Inner Harbour Loop
(Proposed Enhanced Pedestrian Access)
- Existing Transit Hub
- Existing Ferry System
- - - Potential Waterborne Transportation Routes
- - - Waterfront Trail System

The Port Lands / Flood Protection for Prosperity, Resilience and Sustainability

The Port Lands flood protection initiative is our single largest target for investment over the next five years, and an urgent contribution to the prosperity and well-being of Toronto. First, this work will protect a large number of existing assets from flooding: affected areas include parts of Leslieville and South Riverdale. Second, it will create prosperity by unlocking the development potential of 290 hectares of prime land; this area has been previously unavailable for development due to its extreme vulnerability to flooding. And third, it will improve the natural environment around the Don River and create new opportunities for residents and visitors to connect with nature, wildlife and the lake.

Our work in the Port Lands involves extensive soil remediation and earthmoving work around the mouth of the Don River, which will dramatically enhance the area's resilience to extreme weather. Projections indicate that a \$1.25 billion public investment in flood protection—made jointly by the governments of Toronto, Ontario and Canada—will add \$5.1 billion in economic output to the Canadian economy, create 51,900 full-time years of employment and generate \$1.9 billion in government revenue. The Insurance Board of Canada has stated that these investments in flood protection “will make this community safer for residents and stronger for economic growth.”



PAST: In June 2017, the municipal, provincial and federal governments affirmed a shared \$1.25-billion public investment in the Port Lands flood protection project. Since that time, Waterfront Toronto has undertaken planning and design work, tested methodologies for soil remediation, and analyzed engineering techniques for the ambitious earthmoving initiative.



PRESENT: Work on Cherry Street Lakefilling began in 2017, including lakefilling, marine landscaping and dockwall reconstruction. In early 2018 we undertook survey work to inform final designs and the construction approach, as well as demolition and site preparation. Excavation and soil remediation will begin in the winter of 2018–19. We will also work to finalize designs for the streets, bridges, parks and other infrastructure that will serve the future Villiers Island community and connect it to the mainland.



FUTURE: Over the next five years, the area around the mouth of the Don River will be transformed. The foundations for development of new places to live and work on Villiers Island will take shape—including new transit connections and cycling facilities. New parks and natural habitats will connect the Port Lands to a 195-hectare network of greenspaces through the GTA’s ravine system. The project will be complete in the final year of this plan: 2023/2024.



[F]lood protection radically alters the river’s environmental health, as well as the linear industrial geography of the Port Lands and therefore the destiny of the city. It is a project for the ages that will deservedly draw the attention of the world’s great cities.

—
John Lorinc, Spacing Magazine, June 29, 2017



Waterfront Toronto is truly walking the talk on how to build a healthy, sustainable neighbourhood. Their significant infrastructure investments and world class parks and public spaces are making East Bayfront Toronto's next great district. We're thrilled to have been able to work with Waterfront Toronto on our 'City of the Arts' community and we're looking forward to moving our Head Office into this vibrant new neighbourhood."

—
Mitchell Cohen, President and CEO Daniels Corporation

Complete Communities / Planning and Partnering to Build Strong Foundations for New Neighbourhoods

Through careful planning and effective partnerships, Waterfront Toronto optimizes the use of large parcels of land available for development along the waterfront. We work as master planners, developing detailed precinct plans that ensure new neighbourhoods include the supports and amenities people and businesses need to thrive over time. In addition to housing and commercial space, new waterfront neighbourhoods benefit from high-quality infrastructure, services like child care and elder support, and transportation links to the rest of the city. After developing comprehensive plans for smart development, we partner with developers, businesses, community agencies and governments to bring the plans to life.

This plan anticipates \$186 million in investments toward the planning and development of complete communities along the lake. Notable projects that are underway today or expected to commence over the next five years include the development of a complete-community plan for the neighbourhood that will eventually exist on Villiers Island; extending the Queens Quay revitalization work eastward to Parliament Street; completing infrastructure such as roads, stormwater systems, and dock reinforcements for the new Bayside and Dockside neighbourhoods; and further extending (through Bayside) the Water's Edge Promenade—a walkway that's substantially increasing public access to the water while improving mobility along the shore.

The splashpad at Corktown Common. The park is an active, year-round gathering place in the West Don Lands neighbourhood.

PAST: Waterfront Toronto has laid the foundations for several thriving neighbourhoods—like East Bayfront (22.3 hectares) and the West Don Lands (32 hectares; see pages 6–7). We've also laid important groundwork on waterfront transit: completing environmental assessments for transit to East Bayfront, the West Don Lands and the Port Lands, and collaborating on transit planning with the City of Toronto, the TTC and other agencies.

PRESENT: Today we're working with development partners to obtain municipal approvals and building permits for several new residential buildings, including a \$200 million, 296,000 square foot mixed-use development with Anishnawbe Health Toronto that includes a community health centre, a hotel and purpose-built market rental units. Meanwhile, an earlier collaboration is coming to fruition as Monde, a \$320 million, 476,000 square foot residential building designed by Moshe Safdie, prepares for occupancy in early 2019.

FUTURE: The completion of key infrastructure including sewers, pipes, and a new Sanitary Pumping Station are important parts of our work in the near term. More broadly, we'll continue working with our partners to realize holistic visions for waterfront neighbourhoods. For instance, the Waterfront Innovation Centre, part of a growing technology corridor by the lake, began construction in 2018; we're beginning to work with our development partner Menkes to manage leasing arrangements for this innovative facility.

Public Places/ Inviting Parks and Destinations That Connect People and Neighbourhoods

Waterfront Toronto creates great parks and public spaces that respond to local needs and strengthen the broader urban fabric by connecting communities with their neighbours, including across potential barriers like underpasses and rail lines. Guided by meaningful public consultation and a strong commitment to design excellence, our parks have not only earned numerous awards but quickly become beloved local gathering places. The strength of our record on public spaces has also attracted new partners and supporters. For example, as community groups, philanthropists and the City of Toronto began to conceive plans for The Bentway, they decided to engage Waterfront Toronto for help realizing their vision for this innovative linear park based on the success of public spaces we'd created in other waterfront districts.

Our current five-year strategy allocates a total of \$56 million for work on public places. This funding will go toward completing work on two new waterfront parks—York and Rees Street Parks, which will add a combined 1.74 hectares of green space near an increasingly populated stretch of Queens Quay—and toward the substantial completion of the construction of The Bentway's pedestrian and cycling bridge. This funding envelope will also support the completion of enhancements to the Jack Layton Ferry Terminal; we're creating a more appealing and functional entrance plaza that's better able to accommodate growing traffic at the facility. This phase of work is fully funded and we're on track to complete it over the next year. We've also developed a vision for a more extensive modernization of the ferry terminal, a separate phase of work that's currently unfunded (see "New Potential" on page 53).



PAST: To date we've created or improved 25 hectares of parks in waterfront districts. Our projects have included Sherbourne Common, Corktown Common, The Bentway, Sugar Beach, extensive improvements to the Martin Goodman trail, among many others.



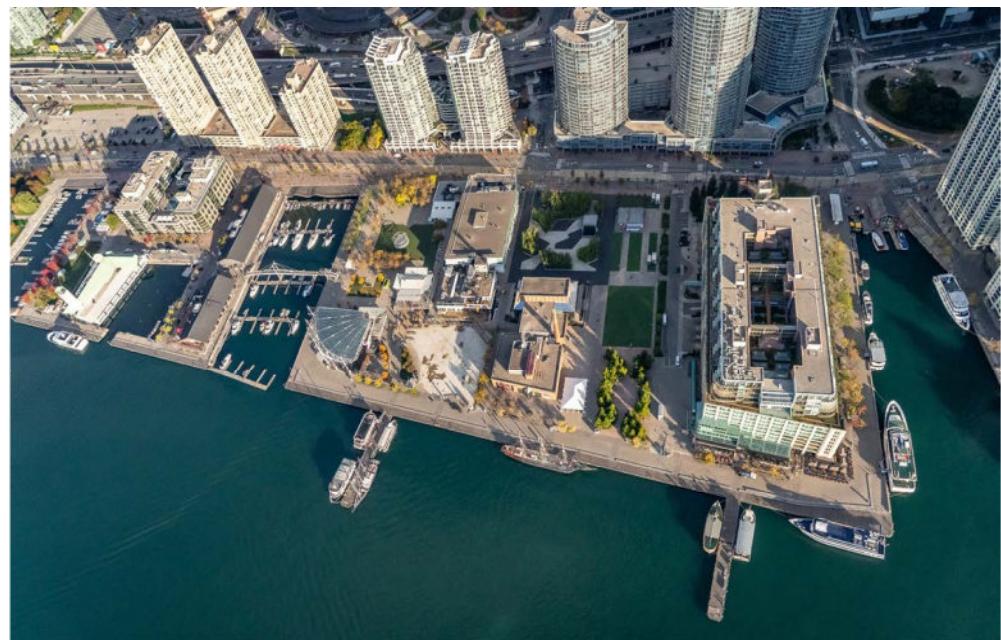
PRESENT: This year we held successful design competitions for the York and Rees Street Parks, selected successful designs, and started work on creating these badly needed green spaces. We are also poised to complete planned enhancements to Jack Layton Ferry Terminal.

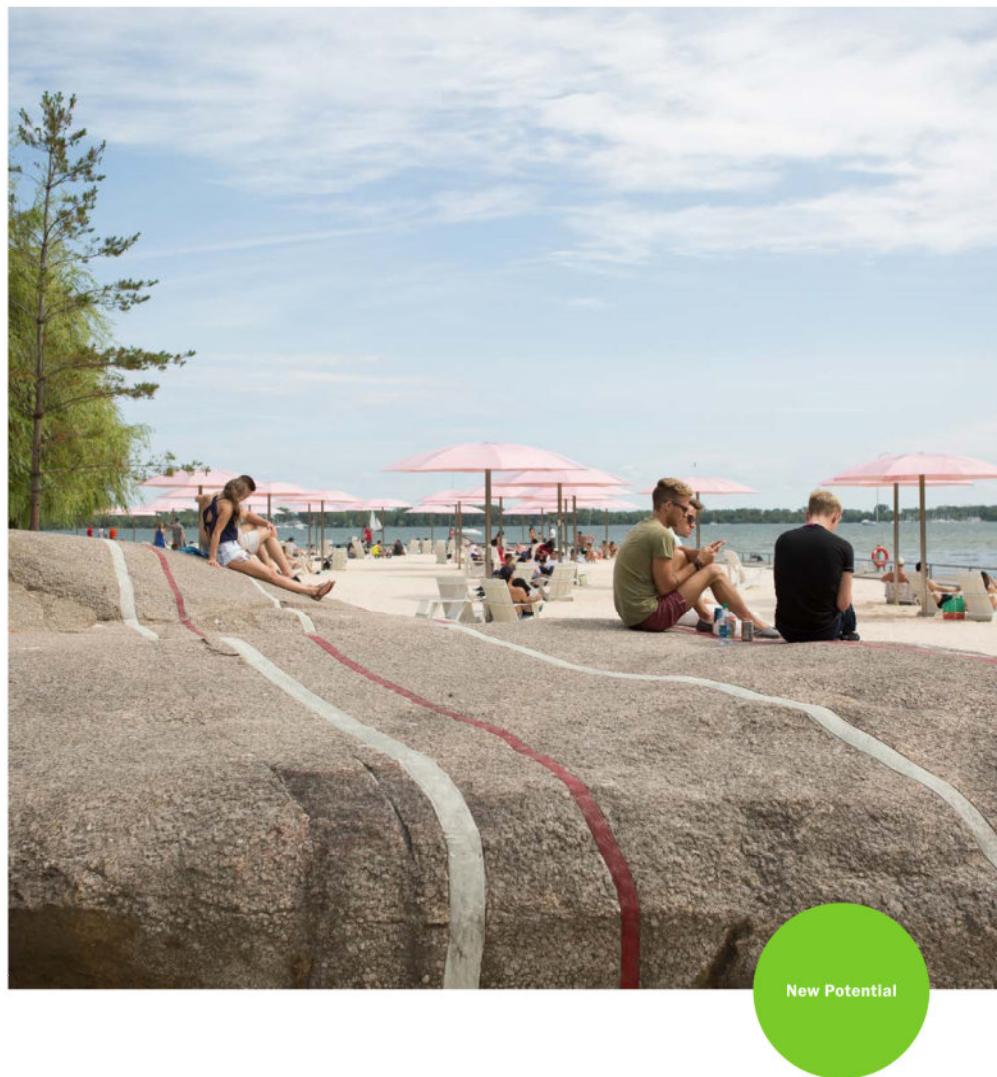


FUTURE: Over the next five years, we'll continue to roll out our internationally recognized public art program and respond to partnership requests on new parks and promenades. We also hope to engage partners and supporters to realize new public places by the lake (see New Potential sections on pages 52–55) that will further enhance mobility and public enjoyment along the waterfront.

RIGHT: Underpass Park, a Waterfront Toronto project, was featured in a 2017 exhibition at New York's Cooper Hewitt Smithsonian Design Museum that focused on inclusive city-building. The curators chose this as an example of collaborative design that responds to community needs.

BELOW: Waterfront Toronto's public realm work is strengthening connections around the harbour in many ways—with increased pedestrian access, new parks that make the landscape more inviting and improved marine infrastructure to support waterborne transportation.





Public Places/ New Potential

NEW POTENTIAL / An opportunity to boost mobility and enhance greenspace

Jack Layton Ferry Terminal and Harbour Square Park. Robust ferry systems define cities like Stockholm, Sydney and San Francisco. They link visitors to destinations, workers to jobs and residents to the region. In Toronto, the Jack Layton Ferry Terminal serves an important but limited function: it is constrained by the size of the ferries and the terminal structure. Built in 1972, the current terminal is increasingly stressed by the growing demand for trips to the islands—and expanding service cannot be easily supported. In partnership with the City of Toronto, Waterfront Toronto launched an international design competition to establish a compelling vision for an expanded Jack Layton Ferry Terminal and the park surrounding it. In collaboration with City of Toronto Parks, Forestry and Recreation division, Waterfront Toronto plans to study potential funding and financing models that could realize this vision while limiting the demands on municipal funding.

NEW POTENTIAL / A continuous walkway that connects people and places

Waterfront Walk. Our work to date has already dramatically expanded the number of places where people can reach the water's edge: on promenades, on playful structures like the WaveDecks at Queens Quay, or on the nearly six kilometres we've added to the Martin Goodman Trail. One of our most exciting opportunities over the next five years is to close the gaps in this growing series of lakeside pedestrian routes: to lead the design and construction of a continuous Waterfront Walk, running from the Portland Slip in the West to the Parliament Slip in the East. This cohesive promenade along the water's edge would make the shore even more active and inviting, and would help the waterfront as a destination continue on its evolution toward becoming vastly more than the sum of its parts. We've already conducted preliminary research on exceptional waterfront promenades in cities around the world. When we invited the public to identify what the top priorities for Toronto's future waterfront should be, a continuous promenade was the top answer, with over 44% of respondents prioritizing a better connected waterfront. Over the course of this plan we will pursue discussions with relevant public agencies including City of Toronto Parks, Forestry and Recreation and other potential partners about how to work together to realize this vision.

A continuous Waterfront Walk would offer pedestrians an unbroken route along the downtown lakeshore, dotted with destinations to pause and enjoy—like this candy-striped granite rock at Canada's Sugar Beach, near the foot of Jarvis Street.

Public Places/ New Potential (continued)

NEW POTENTIAL / A destination playground for fun and healthy development

Destination playgrounds, immersive play environments for children that emphasize engagement with local ecosystems, are increasingly popular in urban regeneration movements. Their attraction is explained partly by a growing body of evidence affirming that nature play can have a powerful positive effect on children's health and development. Notable examples of the destination playground form include a facility in Christchurch, New Zealand, a cornerstone of the city's recovery plan after the 2011 earthquake, and Maggie Daley Park in Chicago. Waterfront Toronto envisions a 3.6-acre destination play area with distinct zones tailored to children at different developmental stages—and we see clear potential to begin working toward this vision over the life of this strategic plan. The City of Toronto Parks, Forestry and Recreation division is keenly aware of the value of—and the public's interest in—the destination playground model; we're collaborating to explore bringing a unique version of the form to Toronto. Waterfront Toronto and the City of Toronto will work together to seek alternative funding to create a new favourite place for children by the lake.

NEW POTENTIAL / A distinctive structure to anchor and animate the surrounding public realm

Signature structure. Exceptional waterfronts often feature unique structures that become icons of their cities. The best of these structures—the Sydney Opera House is a prime example—come to define their waterfronts, anchoring local economic and cultural activities while communicating a unique identity to the world. There are several waterfront sites that have the visibility and scale suitable for a signature building or structure that would provide a magnetic gathering place, activate the surrounding public realm and catalyze new economic clusters. Over the next five years, Waterfront Toronto plans to assess the potential for a signature structure on the waterfront: consulting the public and potential partners to determine the appetite for such a project, what form it might take and where financial capacity might exist to bring it to life. One possibility for a landmark structure could be an innovative sustainable building that houses a centre of excellence in a distinct field or discipline—for instance, in the growing ecosystem of science, biomedical, environmental, human and social sciences. This site could be an architecturally significant building that also showcases Canadian leadership in an important area. Other possibilities—such as bridges or unique connective structures—could perform a different role but make important contributions to the dynamism and connectedness of the waterfront.



A rendering of one possible approach to the Destination Playground project at Promontory Park (see facing page for project description), a new park planned for the western tip of Villiers Island.



The Waterfront Innovation Centre, a 350,000 square foot office and retail facility now under construction at 125 Queens Quay East. According to Urban Toronto, this Menkes development, the majority of its space already leased, will "support the emergence of East Bayfront as a prime waterfront live-work-play community within minutes of Union Station."

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Next-Generation Sustainable Communities / Working at the Intersection of Green Innovation and Inclusive City-Building

Waterfront Toronto has a record of innovation when it comes to new neighbourhoods along the lake. A decade ago we introduced Minimum Green Building Requirements to ensure that new developments on the waterfront would lead the way on sustainable design; these standards have since won international awards and been recognized as a landmark in Toronto's evolution toward a greener built environment. In 2005 we created Toronto's first independent design review panel, gathering leading experts and city-builders to ensure that waterfront revitalization projects would work together to create beautiful, visually coherent neighbourhoods along the lake. Today, at Villiers Island, a new Port Lands district currently in its planning stages, we're striving to create one of the world's first climate-positive neighbourhoods.

Quayside is our most recent exploration of what an innovative community by the lake can be. The neighbourhood has the potential to create a precedent-setting approach to building sustainable, inclusive and prosperous communities. Building on the strength of Toronto's already-thriving tech sector, Waterfront Toronto is also working to create a global hub for a new industry focused on urban innovation—an emerging field that is capable of developing smart, scalable ideas to improve the quality of city life not only in communities across Toronto but in urban centres around the world. Waterfront Toronto's partnership with technology and other firms is just one example of what's possible for Waterfront Toronto as the corporation explores new ways to leverage advanced materials, entrepreneurship, intellectual property and partnerships to draw new revenue models and funding channels.



PAST: Innovation and sustainability have been central to Waterfront Toronto's city-building approach from our earliest projects. Indeed, our Minimum Green Building Requirements helped inform the standards that are now used across the City of Toronto.



PRESENT: We recently launched a new Resilience and Innovation Framework for Sustainability, the next chapter in our continually evolving approach to green city-building. We're also working with Sidewalk Labs to explore the possibilities of a community where advanced technology supports the outcomes—economic, social, and environmental—that matter to Canadians.



FUTURE: Waterfront Toronto will receive a Master Innovation and Development Plan (MIDP) from Sidewalk Labs early in 2019, proposing an approach to the revitalization of Quayside. We'll consider this plan against our established evaluation criteria, and in consultation with government stakeholders and the public. We expect to issue a decision on whether to proceed with the plan by the end of 2019. If our Board of Directors approves the plan, we'll begin work on implementation agreements amid continued consultation with all stakeholders. Implementation would be subject to municipal approvals, as well as federal and provincial regulations.

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FINANCIALS AND PERFORMANCE MEASUREMENT

Waterfront Toronto has a record of achieving strong results with the public resources entrusted to us and of managing public investments with efficiency and transparency. This section presents an overview of the resources that will fuel our work over the next five years, and lays out the capital investments we expect to make as we deliver the next phase of waterfront revitalization. The pages that follow also outline some of the structures that guide our work—such as our risk management framework and our performance measurement system—and help us to ensure that our organization is positioned for resilience, accountability and success.

Business Model and Funding

This strategic plan covers the period from April 1, 2019 to March 31, 2024. Over the next five years Waterfront Toronto anticipates government funding contributions totalling roughly \$1.1 billion and land contributions in kind totalling \$86 million, as well as \$92 million in revenues from sources such as leases and land sales, for a total of approximately \$1.3 billion from fiscal 2019/20 through 2023/24.

Waterfront Toronto will invest this funding in key infrastructure related to its priority initiatives: The Port Lands flood protection initiative (\$1.0 billion), Complete Communities (\$186 million), Public Places (\$56 million), Next-Generation Sustainable Communities (Quayside) (\$10 million) as well as Strategic Initiatives and Other, such as office space, technology, and capacity, required to deliver these projects (\$24 million). These planned investments total approximately \$1.3 billion. Investments across these project areas support Toronto City Council-approved precinct plans and have been articulated in our past business and implementation plans.

We anticipate that these investments of public funds will yield returns that considerably exceed the original outlay. To date, through the business model described on pages 32 and 33, the \$1.2 billion in public funds invested in our work have stimulated over \$10 billion in new private-sector investment. Details on the economic benefits of our work are detailed in the Performance Measurement section on page 67. Key project milestones associated with our investments over the next five years, as well as financial plan details, are outlined in Appendix 1, which focuses on the next fiscal year (2019/20), and Appendix 2, which focuses on the full five-year planning horizon (2019/20–2023/24).

Our access to a \$40 million credit facility is a key financial foundation of this strategic plan, which optimizes the use of cash throughout multiple project lifecycles. This is an important capability because the timing of the funding and/or revenues we receive and the infrastructure investments we need to make do not always coincide. Waterfront Toronto will continue to use our borrowing access responsibly, with full accountability to governments.

5-Year Outlook

Waterfront Toronto has already received funding commitments from governments for the work described above: the Port Lands flood protection initiative, and the continuation of approved projects related to Complete Communities and Public Places (see pages 48 to 51). By the conclusion of our five-year planning period in 2023/24, we expect these projects to be 98% complete.

In addition to our core, funded projects, we've identified four new initiatives that are consistent with our mandate and for which we see considerable potential for new partnerships and private philanthropic support. Three of these projects (Destination Play, Waterfront Walk, and Jack Layton Ferry Terminal and Harbour Square Park) would fall under our "public places" project portfolio; the fourth (Signature Structure) would be a potential anchor for a complete community and economic cluster. The realization of these projects would require \$400 million over ten years. While the four "New Potential" projects are currently unfunded, our plan is to source initial new funding to complete initial business cases and feasibility studies prior to proceeding further.

Waterfront Toronto plans to develop new capacity in fundraising and partnerships beginning in fiscal 2019/20. A vital first step in this work was realized in 2017 when we obtained Qualified Donee status from the Canada Revenue Agency under the Income Tax Act. This new status will enable us to work alongside our partners at the City of Toronto to connect with the growing number of institutions and private donors who are enthusiastic about directing philanthropic investments toward civic placemaking projects and the public realm. We'll undertake this new partnership and philanthropy work based on shared values and principles, and with the aim of developing an appropriate funding/fundraising model that diminishes our reliance on government funding and realizes new opportunities that advance our mission.

The five-year outlook summarized in this document may change; any revisions to the funding and investment mix expressed in this strategic plan will be reflected in future documents, including the one-year plans that we'll continue to publish annually. The next such corporate plan is forthcoming in December 2019. The areas Waterfront Toronto understands to be most subject to change include:

- *Implementation of Quayside MIDP.* This Rolling Five-Year Strategic Plan is currently limited to the evaluation of a Master Innovation and Development Plan (MIDP). The implementation of the MIDP and the approval by Toronto City Council of a Business and Implementation Plan are not reflected in this plan as they are not yet defined.
- *Waterfront transit.* Government plans are not finalized, and therefore our potential planning and coordination role in the delivery of transit by the lake is uncertain.
- *Villiers Island implementation.* Similar to Quayside, a Business and Implementation Plan will be required for the new neighbourhood on this city-owned parcel of land and will also be subject to approval by Toronto City Council.

Five-Year Investment Plan

Complete figures underlying this visualization of our planned investments over the next five years are in Appendix 2.

Figures are in millions



Corporate Operating Costs

Waterfront Toronto acts as a project delivery agent for the three orders of government. The responsibilities and obligations of each government and of Waterfront Toronto are defined under contribution agreements or delivery agreements that cover specific projects and initiatives. Under these agreements Waterfront Toronto is typically contracted to plan and build municipal infrastructure assets; once these assets are complete, they're transferred to the City of Toronto to own and maintain.

In carrying out this role, Waterfront Toronto incurs corporate operating costs related to our staff team and contractors, office space, technology (basic office tools as well as specialized project management and financing software), communications (which includes public engagement activities such as town halls, as well as outputs like our website and annual reports), and transparency and accountability (for instance, internal and external audits and fees for experts on our oversight bodies such as the Capital Independent Monitor for the Port Lands and the Design Review Panel).

These expenditures, which directly support the projects Waterfront Toronto delivers, represent about six percent of the total direct capital expenditure under our management. In the past, the costs associated with Waterfront Toronto's project delivery work have not been fully covered through our funding agreements with governments and the shortfalls have been covered from revenue streams, such as land sales and property rental income. One objective of this plan is to move toward funding arrangements in which Waterfront Toronto can recover the full project management costs required to achieve the results governments task us with delivering.

Corporate Operating Costs	2019/20	2020/21	2021/22	2022/23	2023/24
Operating Expenditure (OpEx)	\$ 18.70	\$ 18.70	\$ 18.50	\$ 17.20	\$ 14.80
Capital Expenditure (CapEx)	\$ 306.40	\$ 324.20	\$ 306.90	\$ 262.40	\$ 209.30
Total Expenditures	\$ 325.10	\$ 342.90	\$ 325.40	\$ 279.60	\$ 224.10
% OpEx of CapEx	6%	6%	6%	7%	7%

Figures are in millions

Waterfront Toronto's funding and spending mix 2019/20-2023/24



- Non Gov
- Canada
- Ontario
- Toronto
- Unfunded
- OpEx
- CapEx
- Reserve

Figures are in millions

The chart above summarizes Waterfront Toronto's funding and expenditure mix over the next five years. The visualization illustrates:

- that the vast majority of our planned expenditures are direct capital investments (94%)
- our strategic objective of diversifying our funding sources beyond governments
- planned expenditures that are currently unfunded are mainly all "New Potential" projects
- the planned creation and maintenance of a contingency reserve of at least \$25 million. We intend to use funds from the sale of Waterfront Toronto-owned land to create this fund, and hold the resources in reserve as a program level contingency and to cover any costs (e.g. those associated with ending lease agreements and other contracts) that may arise in the eventual completion and/or cessation of our mandate.

Resilience, Risk Management, and Accountability

Waterfront Toronto navigates a complex business environment in order to implement its revitalization work, which involves a range of major infrastructure projects, as well as diverse partners and stakeholders. This business environment presents a number of significant risks associated with individual capital projects, as well as those that affect the entire enterprise.

We manage and mitigate these risks by applying an Enterprise Risk Management (ERM) framework developed by the senior management team and internal committees, and approved and overseen by our Board. The overall objective of the ERM framework is to ensure that Waterfront Toronto can identify and mitigate key risks associated with the Corporation's ability to achieve its strategic objectives.

The ERM framework applies the widely used “three lines of defence” approach to risk management and control, assigning clear roles and responsibilities to:

- 1.** risk owners (in particular, the project and financial managers) who execute projects and operational functions on a day-to-day basis;
- 2.** entities that oversee risk, including the Corporation’s Enterprise Risk Taskforce, Program Management Office, and Technical Advisory and Peer Review Panels; and
- 3.** assurance mechanisms, such as Waterfront Toronto’s internal audit function and independent capital monitor role, both designed to ensure that risk management systems and controls are working effectively.

The first two lines are directly accountable to Waterfront Toronto’s senior management. The third line is accountable to the Board and the Finance, Audit, and Risk Management Committee, as well as to senior management. This separation of roles not only enhances accountability by clarifying responsibilities, it helps to reveal and address blind spots to ensure that Waterfront Toronto is proactively identifying and managing risks.

Measuring Waterfront Toronto’s Performance

Performance measures have been in place at Waterfront Toronto for a number of years to assess our economic, social and environmental achievements in relation to our mission and mandate. We report on our performance regularly through annual reports and our Corporate Social Responsibility reporting, which uses Global Reporting Initiative (GRI) guidelines—global best practice for reporting on a range of economic, environmental and social impacts. Using the Integrated Performance Framework, we communicate our enterprise level operating and project delivery outcomes to our Board, management and government stakeholders as well as the wider public.

The Integrated Performance Framework is composed of concrete measures across a range of dimensions that indicate our success or failure in delivering meaningful results and outcomes for the people of Toronto, Ontario and Canada. We’ve been publicly reporting our indicators and outcomes for a number of years using a consistent framework.

As we embark on a new five-year strategic plan, Waterfront Toronto is refreshing our Integrated Performance Framework to align it with the initiatives and priorities in this document. We have designed our refreshed framework to be:

- *Complete and Relevant:* indicators cover all seven elements of our legislated mandate; these indicators were selected for their relevance to the policy priorities set by the government stakeholders.
- *Measurable and Reliable:* wherever possible we use performance indicators for which objective, accurate and quantitative data are available. We seek out indicators that are tracked consistently over time to allow the analysis of longitudinal trends.
- *Understandable:* we select and define our performance indicators so they’re clear and easily understood by the general public, as well by representatives of our government stakeholders and industry partners. Where possible, we adopt benchmarks that are widely used in development and city building.
- *Mutually Exclusive:* we use performance indicators that independently measure elements of Waterfront Toronto’s mandate and operations to avoid double-counting.

Success for Waterfront Toronto is:	Waterfront Toronto will measure success by:	Actual 2001-2017	Annual Target 2019/20	5 Year Target 2019-2023
1. Enhancing economic value	1.1 Jobs: Full time years of employment during construction Jobs: Full time years of ongoing employment	14,100 5,000	2,000 N/A – 5 year measure	10,800 5,000
	1.2 Taxes: New taxes to City, Provincial and Federal governments	\$848 M	\$75 M	\$373 M
	1.3 Total economic value added to the economy	\$1,900 M	\$200 M	\$1,100 M
	1.4 Labour Income	\$1,100 M	\$140 M	\$724 M
2. Enhancing social and cultural value	2.1 Number affordable housing units developed	496	80	729
	2.2 Number of market housing units developed	1,767	553	3,133
	2.3 Number of design awards	90	5	25
	2.4 Number of new permanent public art installations	9	1	7
	2.5 Percentage of projects with Design Review Panel support at the end of the design review process	100%	100%	100%
3. Creating an accessible and active waterfront for living, working and recreation	3.1 Acres of new parks and public spaces	77	2	31
	3.2 Kilometers of new trails and pedestrian connections (PATH; walkways, bridges; enhanced crossings)	17	-	13
	3.3 Number of events on the waterfront	74	>10	>50
4. Implementing a plan in a fiscally responsible manner	4.1 Percentage of competitive procurements by dollar value	New measure	>95%	>95%
	4.2 Percentage of projects over \$10 million completed within 5% of budget (in the last five years)	95%	90%	90%
	4.3 Percentage of projects over \$10 million completed within six months of original schedule (in last five years)	New measure	90%	90%
5. Implementing a plan in an environmentally responsible manner	5.1 Number of acres committed to climate positive	82.7	82.7	82.7
	5.2 Intelligent & Connected Extent of broadband coverage (number of people with access)	New measure	N/A – 5 year measure	9,328
	5.3 Biophilic square metres of aquatic habitat created	119,173	120,000	120,000
	5.4 Biophilic meters of waterfront access	5,840	2,700	13,567
	5.5 Human Experience-Drive Average distance to access transit	500m	500m	500m

Success for Waterfront Toronto is:	Waterfront Toronto will measure success by:	Actual 2001-2017	Annual Target 2019/20	5 Year Target 2019-2023
6. Financially self-sustaining designated waterfront area	6.1 Increase in residential sales prices per square foot	New Measure	N/A – 5 year measure	2%
	6.2 Total population (residents, students, workers)	6,300	3,200	16,000
7. Promoting and encouraging involvement of the private sector	7.1 Number of new development and/or strategic partnerships cultivated	30	2	15
	7.2 Private sector dollars invested in waterfront developments	\$10 billion	\$0.5 billion	\$3 billion
	7.3 Value of philanthropic, corporate sponsorship, non-government sourced contributions	\$25 million	>\$nil	\$206 million
8. Encouraging public input	8.1 Number of digital media hits	New measure	>500	>2,500
	8.2 Number of public and/or stakeholder meetings held	>324	>20	>100
	8.3 Number of media (i.e. radio, tv, print, online) references to Waterfront Toronto and its initiatives	New measure	2,500	>10,000
	8.4 Number of times Waterfront Toronto staff have presented at conferences and industry events	New measure	100	400
	8.5 Number of public meeting attendees self-identifying as residing outside the designated waterfront area	New measure	25%	25%

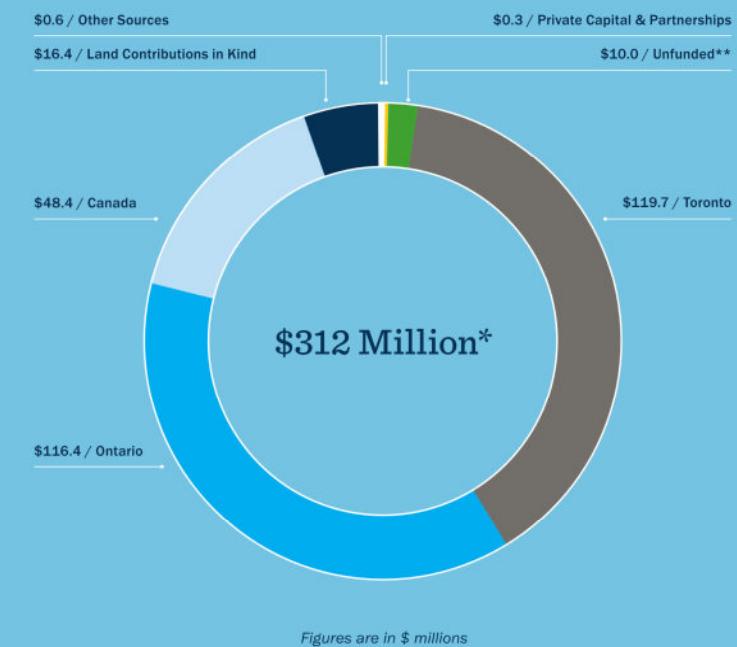
Note: Waterfront Toronto will update the above performance measures related to its legislative mandate annually through its subsequent Corporate Plans and also formally report back on achievements in its Annual Report issued in June each year.

Appendix 1: 2019/20 Key Milestones & Financials

Major Milestones	2019/20 Budget
The Port Lands <ul style="list-style-type: none"> • Complete design for three bridges (Cherry Street North, Cherry Street South and Commissioner Street bridge) • Commence deep soil mixing for project site • Commence site preparation and demolition works 	\$245
Complete Communities <ul style="list-style-type: none"> Bayside <ul style="list-style-type: none"> • Complete construction for Aitken Place Park • Select non-profit operator for affordable housing site Stormwater and sanitary sewer infrastructure <ul style="list-style-type: none"> • Complete concrete building shell and install treatment equipment for Stormwater Facility (SWF) • Final commissioning of Sanitary Pumping Station on permanent power • Construct in-water pipe for SWF Queens Quay East Revitalization <ul style="list-style-type: none"> • Negotiate acquisition of land related to road realignment and associated approvals. 	\$51
Public Places <ul style="list-style-type: none"> • York & Rees Street Parks: Complete detailed design • Jack Layton Ferry Terminal: Complete Implementation Strategy Plan • Implement one permanent public artwork as per the public art strategy, as well as 4-5 temporary public art activations • Substantial construction completion of the pedestrian and cycling bridge for The Bentway 	\$13
Next Generation Sustainable Communities (Quayside) <ul style="list-style-type: none"> • Evaluate Master Innovation and Development Plan (MIDP) through Evaluation Framework • Execute Public and Stakeholder Engagement strategy on MIDP, including with governments • Prepare Business Implementation Plans (BIPs) as required for the MIDP and in support of municipal approval process Prepare and Negotiate Principle Implementation Agreements (PIAs) as required for the MIDP • Subject to approval of MIDP, initiate MIDP governance structure and PIAs as it relates to Real Estate, Infrastructure, Intellectual Property and Digital Governance 	\$10
Strategic Initiatives / Other <ul style="list-style-type: none"> • Resiliency Assessment: Undertaking study to assess future climate risks and ongoing stresses • Build new corporate capabilities and competencies in fundraising and partnerships • Provide ongoing core support for the Port Lands 	\$0.5
Total	\$325

Figures are in \$ millions

Appendix 1: 2019/20 Funding Plan



* The difference between total 2019/20 investments of \$325 million and total 2019/20 funding of \$312 million arises from work deferred from 2018/19 to 2019/20 with funding already in place in 2018/19.

** The \$10 million unfunded portion of the 2019/20 Plan relates to \$7.6 million of costs associated with Quayside MIDP Development and \$2.4 million of corporate operating costs, both of which will temporarily be funded with the Corporation's borrowing facility until future land sale revenues are realized.

Appendix 2: Five Year Financials

	Budget		Forecast		Total Expenditures	
	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	
Priority Projects						
The Port Lands	\$ 245.1	\$ 264.7	\$ 224.6	\$ 171.7	\$ 108.6	\$ 1,014.7
Flood Protection Landform	146.6	141.5	126.3	89.9	75.5	579.8
Roads and Services	31.7	47.0	45.6	43.0	14.9	182.2
Bridges	51.4	64.8	29.9	15.8	2.5	164.4
Parks and Public Realm	15.4	11.4	22.8	23.0	15.7	88.3
Complete Communities	\$ 50.8	\$ 51.3	\$ 48.4	\$ 23.3	\$ 12.2	\$ 186.0
Queens Quay East Revitalization	14.8	15.7	26.1	10.5	-	67.1
Other East Bayfront Public Realm	1.7	13.4	14.8	2.6	12.2	44.7
Bayside Infrastructure	11.4	10.9	5.4	9.1	-	36.8
Storm Water and Sanitary Sewer Infrastructure	15.8	2.7	0.5	0.2	-	19.2
Other	6.0	4.8	0.7	0.3	-	11.8
Quayside Soil & Environmental Management	1.0	1.1	0.9	0.6	-	3.6
Dockside Infrastructure	0.1	2.7	-	-	-	2.8
Public Places	\$ 13.2	\$ 12.0	\$ 17.6	\$ 10.6	\$ 2.6	\$ 56.0
York and Rees Street Park	3.7	8.6	10.7	5.3	0.1	28.4
Public Art	1.1	2.1	6.9	5.3	2.5	17.9
The Bentway	8.0	1.0	-	-	-	9.0
Jack Layton Ferry Terminal	0.4	-	-	-	-	0.4
Other	0.0	0.3	-	-	-	0.3
Next Gen Sustainable Communities	\$ 10.4	\$ -	\$ -	\$ -	\$ -	\$ 10.4
Quayside MIDP Evaluation	10.4	-	-	-	-	10.4

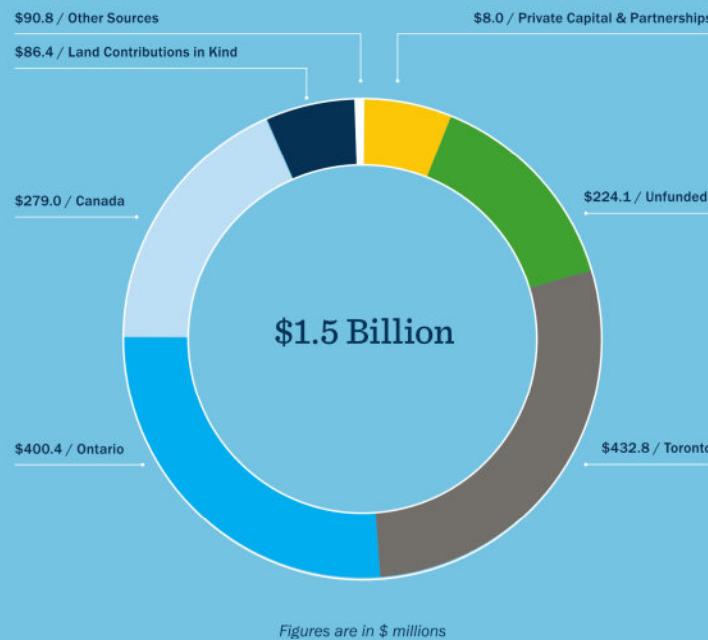
	Budget		Forecast		Total Expenditures	
	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	
Priority Projects						
Strategic Initiatives/Other	\$ 5.6	\$ 5.1	\$ 5.3	\$ 5.0	\$ 3.4	\$ 24.4
Non Recoverable Corporate Overhead	4.6	4.6	4.6	4.6	3.4	21.8
Innovative and Sustainability Initiatives	0.5	0.4	0.7	0.4	-	2.0
Other Initiatives	0.5	0.1	-	-	-	0.6
Subtotal—Priority Projects	\$ 325.1	\$ 333.1	\$ 295.9	\$ 210.6	\$ 126.8	\$ 1,291.5
New Potential Projects						
Signature Structure	-	-	10.0	30.0	40.0	80.0
Waterfront Walk	-	4.5	9.0	18.0	27.0	58.5
Jack Layton Ferry Terminal & Park	-	4.0	8.0	16.0	24.0	52.0
Destination Play at Promontory Park	-	1.3	2.5	5.0	6.3	15.1
Subtotal—New Potential Projects	\$ -	\$ 9.8	\$ 29.5	\$ 69.0	\$ 97.3	\$ 205.6
Grand Total	\$ 325.1	\$ 342.9	\$ 325.4	\$ 279.6	\$ 224.1	\$ 1,497.1

Figures are in \$ millions

Note: The budget and forecast numbers above are inclusive of the annual corporate operating budget figures outlined in Appendix 3. Corporate operating costs are charged to projects based on direct staff hours required to deliver the project using a full cost recovery hourly rate. Full cost recovery hourly rates are determined based on actual direct costs of staff in the Development, Project Delivery and Planning & Design business units, together with a burden rate for indirect, core support costs such as occupancy costs, technology, audit fees, insurance, corporate communications and staff in core support roles such as accounting, finance, IT, legal and board governance, procurement and human resources.

As outlined on page 64, some projects do not currently have sufficient project funding to fully recover the indirect portion of the corporate operating cost, and as such Waterfront Toronto must use alternative sources of revenues to fund these.

Appendix 2: 2019/20–2023/24 Funding Plan



* The \$224.1 million unfunded portion of the Five Year Strategic Plan comprises all of the New Potential Projects (\$205.6 million) together with \$11 million of corporate operating costs and \$7.6 million of Quayside MIDP Evaluation costs. The New Potential Projects will not be initiated until funding has been secured for these projects. The remaining unfunded portion of \$18.6 million will be temporarily funded with the Corporation's borrowing facility until future land sale revenues are realized.

Appendix 3: Corporate Operating and Capital Budgets

Corporate Operating Budget	Budget		Forecast			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
General and Office Administration	\$ 1.4	\$ 1.9	\$ 1.9	\$ 2.0	\$ 1.8	\$ 1.2
Accountability and Governance	0.4	0.4	0.4	0.4	0.4	0.4
Information and Technology	0.5	0.6	0.6	0.6	0.5	0.4
Human Resources	15.4	14.7	14.7	14.5	13.5	12.0
Public Engagement and Communication	0.6	0.6	0.6	0.6	0.6	0.5
Sub-total before Amortization	\$ 18.3	\$ 18.2	\$ 18.2	\$ 18.1	\$ 16.8	\$ 14.5
Amortization	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.4	\$ 0.4	\$ 0.3
Total Corporate Operating Budget	\$ 18.8	\$ 18.7	\$ 18.7	\$ 18.5	\$ 17.2	\$ 14.8
Corporate Operating Costs recovered from Projects	\$ 14.2	\$ 14.1	\$ 14.1	\$ 13.9	\$ 12.6	\$ 11.4
Corporate Operating Costs Funded by Other Sources	\$ 4.6	\$ 4.6	\$ 4.6	\$ 4.6	\$ 4.6	\$ 3.4
Total Corporate Operating Budget	\$ 18.8	\$ 18.7	\$ 18.7	\$ 18.5	\$ 17.2	\$ 14.8

Corporate Capital Budget	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24	
	(revised)											
Technology Infrastructure	\$ 1.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3	\$ 0.3
Facilities Improvement	0.6	0.3	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Corporate Capital Budget	\$ 1.9	\$ 0.6	\$ 0.4									

Figures are in \$ millions

Note: By first quarter 2019/20 we expect all major upgrades such as the Enterprise Resource Planning system and the office space reconfiguration to be complete. As such, the Corporate Capital Budget in this Plan is focused largely on maintaining a state of good repair. These costs are amortized over a three year and five year period respectively, and this cost is reflected above in the Amortization line within the Corporate Operating Budget.

Our Executive Team

Michael Nobrega Interim President and CEO	Leslie Gash Senior Vice President, Development
Meg Davis Chief Development Officer	Julius Gombos Senior Vice President, Project Delivery
Chris Glaisek Chief Planning and Design Officer	Pina Mallozzi Vice President, Planning and Design
David Kusturin Chief Project Officer	Cameron MacKay Vice President, Strategic Communications and Engagement
Marisa Piattelli Chief Strategy Officer	Kristina Verner Vice President, Innovation, Sustainability, and Prosperity
Lisa Taylor Chief Financial Officer	Ian Beverley General Counsel

Join us online



Waterfront Toronto

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T. 416.214.1344 / info@waterfronttoronto.ca / waterfronttoronto.ca

Quarterly Corporate Plan Performance Dashboard as of December 31, 2018 (Q3 2018/19)

Issued as of January 31, 2019

Overall 2018/19 Corporate Plan Status

Key Deliverables

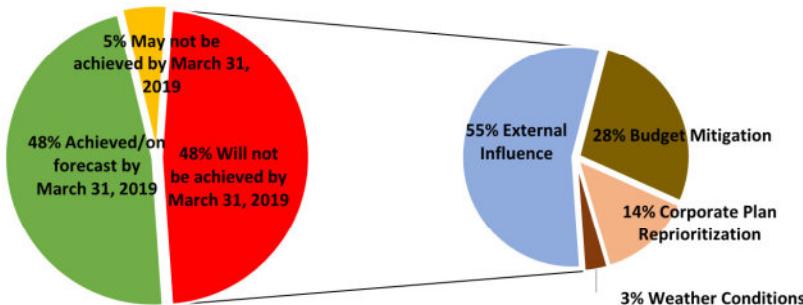
Capital Investment Plan

Revenues

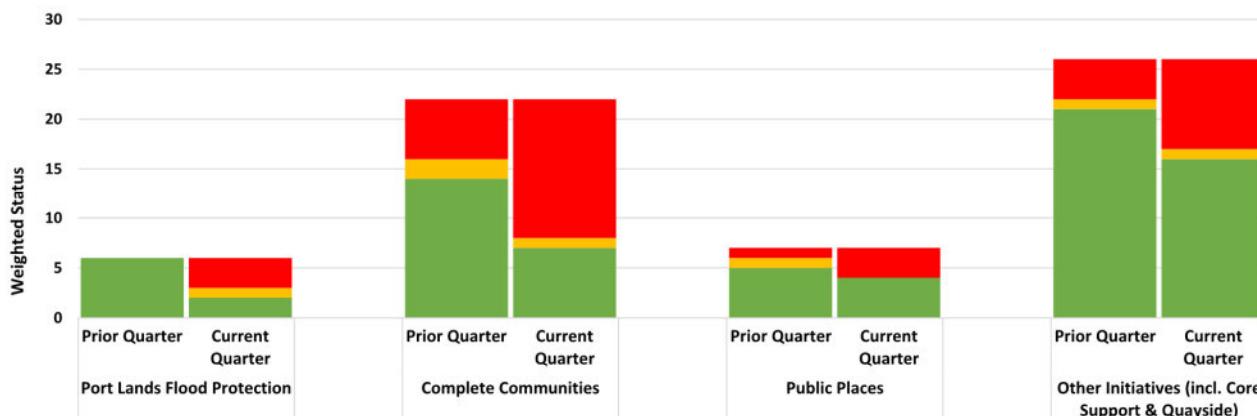
- No material concerns, in line with plan; forecast performance greater than 80% of plan
- Caution-Some areas of plan may not be met; forecast performance between 70% - 80% of plan
- Concern-Some areas of plan will not be met; forecast performance less than 70% of plan

2018-2019 Key Deliverables (61 in total) - 48% (29 of 61) forecast completion by March 31, 2019.

As illustrated below, of the 61 Key Deliverables outlined in the 2018/19 Corporate Plan, Waterfront Toronto has achieved or is on track to achieve 48% (29 of 61) by March 31, 2019. Approx. 5% may not be achieved and 48% will not be achieved by March 31, 2019 and are deferred to a future year. Of the 48% that will not be achieved, the majority (81%) have been deferred due to factors of external influence, such as the accommodation of development partner requirements or government directive, and/or budget mitigation to avoid discretionary additional costs..



Key Deliverables by Priority Initiative:



Explanations for Key Deliverables per the 2018/19 Corporate Plan:

1. Port Lands Flood Protection

Of the six deliverables planned for fiscal 2018/19, completion of three deliverables related to Cherry Street Stormwater and Lakefilling have been deferred by three months to June 30, 2019 for budget mitigation reasons (in order to avoid winter condition costs). The schematic and detailed design for roads, bridges and landscaping, as well as continued work on the Community Based Risk Assessment for the broader Port Lands Flood Protection project remains on track (green). The construction of the river valley system is anticipated to begin in March 2019 (yellow).

2. Complete Communities

Of the 22 deliverables planned for fiscal 2018/19, seven are green / on track (primarily initiating construction of Waterfront Innovation Centre; occupancy of two new residential buildings - Aquavista and Monde; as well as several municipal approvals in West Don Lands); one is yellow (Villiers Island planning approvals on hold pending timing of Quayside Master Innovation and Development Plan); and 14 have been deferred to 2019/20. For those deferred, five were for budget mitigation reasons such as redesign and reprocurement required to meet budget (Aitken Place Park and the Stormwater Management Facility); eight were for external factors to accommodate development partner requirements; and one was for adverse weather conditions (Bayside local streets and public realm).

3. Public Places

Of the seven deliverables planned for Public Places, four are green/ on track (The Bentway skate trail as well as York and Rees Street Park design competitions) and three are red/ deferred and will be complete post March 31 2019 due to external factors to accommodate government directive and/or development partner schedules (primarily Jack Layton Ferry Terminal upgrades, now April 2019; and two public art initiatives).

4. Other Initiatives

Of the 26 deliverables planned for Other Initiatives (which includes Quayside, Transit, Strategic and Core Support functions), 16 are green/ on track (including the development of a Master Innovation Development Plan for Quayside; completion of the Waterfront Transit Reset project; approval of the Five Year Strategic Plan; and completion of a Performance Measurement Reporting Framework, as examples), one is yellow and nine have been deferred to 2019/20. Of the nine deferred, five are delayed due to external factors to accommodate development partner and/or government requirements (municipal approvals, environmental studies, development process for Quayside, all of which is dependent on the approval of the MIDP); and four were management decisions to reprioritize work.

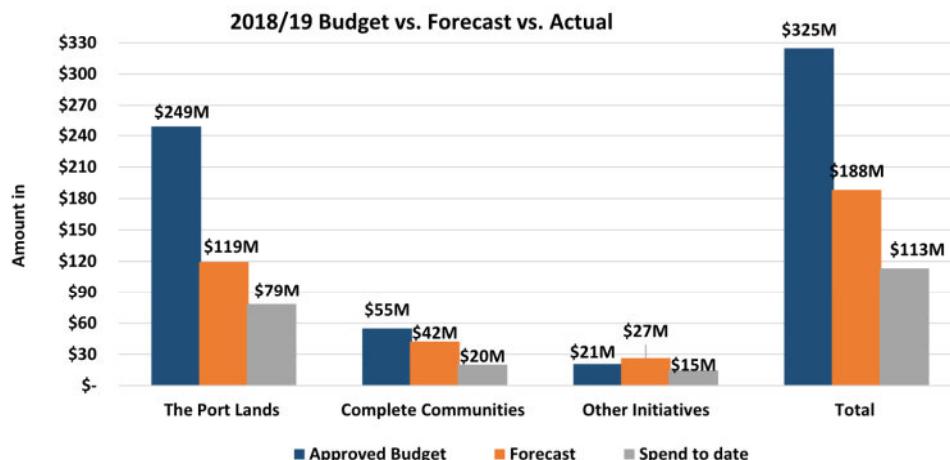


Quarterly Corporate Plan Performance Dashboard as of December 31, 2018 (Q3 2018/19)

Issued as of January 31, 2019

2018-19 Capital Investment Plan: ● 58% (\$188M of \$325M approved) forecast to be spent by March 31, 2019.

Overall Capital Investment Plan conclusion: The forecast under-spending variance of \$137M (\$325M less \$188M) primarily relates to amending the project baseline schedule for the Port Lands Flood Protection and Enabling Infrastructure project as a result of completing the 30% design milestone (\$130M reduction in forecast 2018/19 project spend to \$119M). The original budget was based on the cash flows per the 2016 Due Diligence report. The reduction in forecast investments for Complete Communities of \$13M (from \$55M to \$42M) primarily relates to the deferral of a land acquisition to ensure it is timed in line with the anticipated development. The \$6M increase in Other Initiatives (from \$21M to \$27M) relates to a combination of items (including non-recoverable corporate overhead costs as well as Quayside (longer MIDP development timeline).

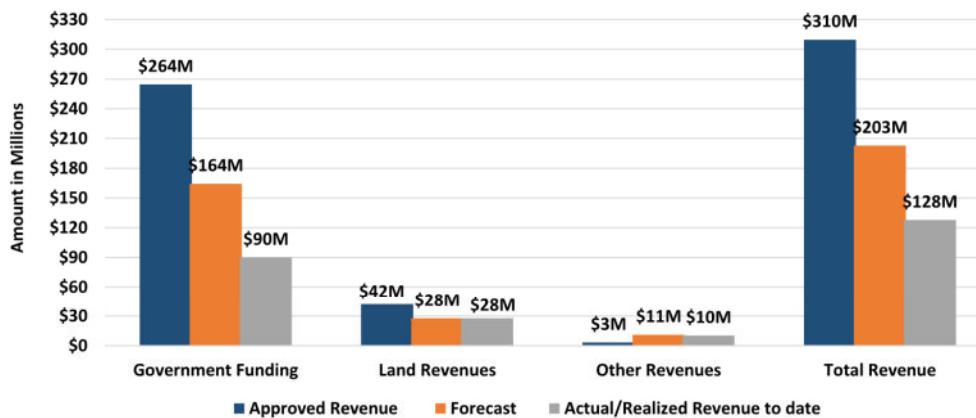


2018-19 Revenues: ● 65% (\$203M of \$310M approved) forecast to be realized by March 31, 2019.

Overall Revenues conclusion: Forecast unfavourable variance of \$107M (from \$310M to \$203M) primarily as a result of reduction in government funding required in fiscal 2018/19 for the Port Lands Flood Protection and Enabling Infrastructure project (\$100M) consistent with the reduction in expenditures above relating to re-baselining the project expenditures by year, coupled with forecast land revenues being lower than budget due to the deferral of phase 1 Quayside land sales to a future date pending the outcome of the MIDP process. These adverse variances are offset by \$8M more in other revenues (\$11M vs. \$3M) from third party sources.

Overall, this reduction in revenues does not pose a risk as revenues are anticipated to sufficiently fund the reduced Capital Investment Plan.

2018/19 Planned Revenue vs. Forecast Revenue vs. Actual/Realized Revenue



Quarterly Corporate Plan Performance Dashboard as of December 31, 2018 (Q3 2018/19)

Issued as of January 31, 2019

Appendix A:

Delay Category	Key Deliverable Deferred to 2019/20 or a Future Year	Priority Initiative
External Influence	• Construction of Phase 1 public realm for Bonnycastle Street (September 2019).	Complete Communities
	• Closing of land transaction for Blocks A1/A2 in Bayside (June 2019)	Complete Communities
	• All deliverables related to Queens Quay East & Parliament Intersection	Complete Communities
	• Complete phase 1 of environmental assessment process for Broadview and Eastern FP project	Complete Communities
	• Transfer temporary power connections to new underground system and WT's signature light poles installation	Complete Communities
	• Construction and acceptance for streets in Dockside (2023)	Complete Communities
	• Jack Layton Ferry Terminal Construction (April 2019)	Public Places
	• Installation of public art at King/Queen triangle (2022/23)	Public Places
	• Installation of public art at Water's Edge Promenade (2019/20)	Public Places
	• Environmental studies for development blocks	Quayside
	• Negotiate key terms and execute definitive documents (November 2019)	Quayside
	• Council approval of Business Implementation Plan for Quayside and Eastern Waterfront (November 2019)	Quayside
	• Municipal approvals	Quayside
	• Development partner selection	Quayside
Budget Mitigation	• Construction of new shoreline and aquatic habitat (June 2019)	The Port Lands
	• Completion of lakefilling to create about five hectares of filled area around the current Essroc Quay (May 2019)	The Port Lands
	• Total completion of the Cherry Street Stormwater and Lakefilling project (Fall of 2019)	The Port Lands
	• Aitken Place Park construction (September 2019)	Complete Communities
	• Installation of stormwater treatment process equipment (March 2020)	Complete Communities
	• Commissioning of the Cherry Street sanitary pumping station (SPS) under permanent power	Complete Communities
	• Construction of twin storm forcemains on Queens Quay	Complete Communities
	• Dockside/Bayside in water storm pipe (March 2020)	Complete Communities
Corporate Plan Reprioritization	• Office space configuration	Core Support Functions
	• Employee performance management framework.	Core Support Functions
	• Enterprise content management strategy	Core Support Functions
	• Integration of social media application with Customer Relations Management (CRM) Database of ERP system	Core Support Functions
Weather conditions	• Construction and landscaping of Phase 2 local streets and public realm (July 2019)	Complete Communities

Legend:

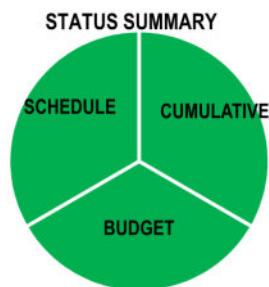
- External Influence - Work deferred/delayed to accommodate development partner requirements or government directive.
- Budget Mitigation - Work deferred to avoid discretionary additional costs or to redesign to meet budget.
- Corporate Plan Reprioritization - Work did not proceed as planned due to management decision to reprioritize work.
- Weather conditions - Work delayed due to adverse lake and/or weather conditions.



Quarterly Portfolio Dashboard - as of December 31st, 2018

Issued: February 4th, 2019

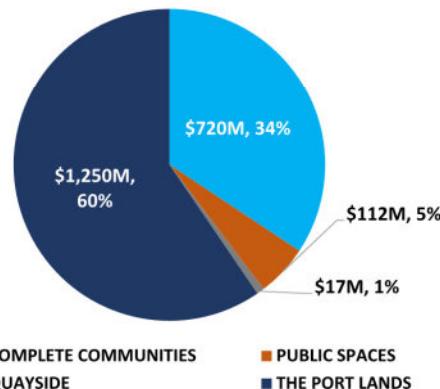
PROGRAM SUMMARY



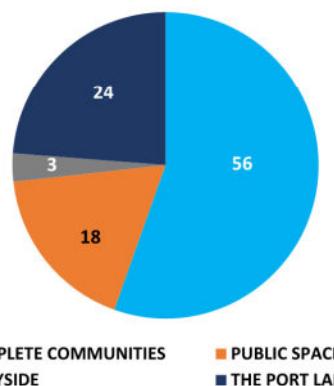
Q3 2018-2019 Update: Waterfront Toronto is currently tracking to deliver all of its projects on budget and is in compliance with its contractual obligations. Schedule risks are being closely monitored to ensure timely project delivery.

PROGRAM SUMMARY

Approved Investments by Priority Initiative (\$2.1B)

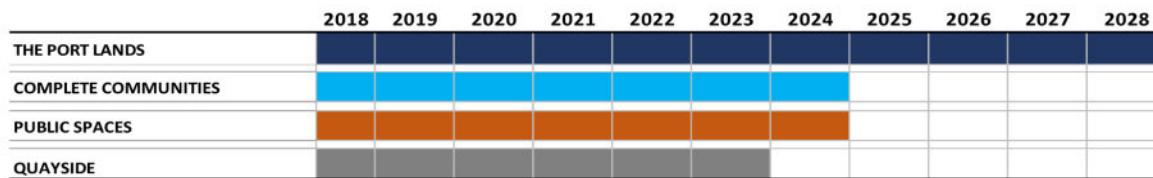


Number of Projects by Priority Initiative (101 projects)



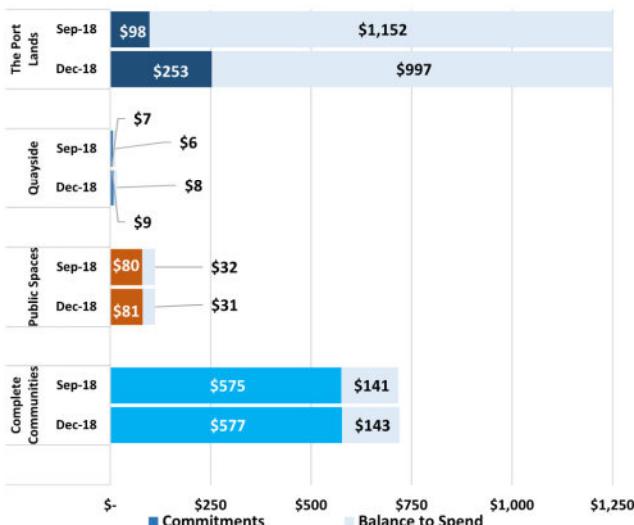
Note: Four new projects are added to the portfolio since the September 30th update.
Complete Communities:
 1. Polson Quay/River south precinct planning
 2. Pilot Test Program for Don River Renaturalization and Land redevelopment
Public Spaces:
 3. York Street Park Design & Construction
 4. Rees Street Park Design & Construction

Expected Project Duration

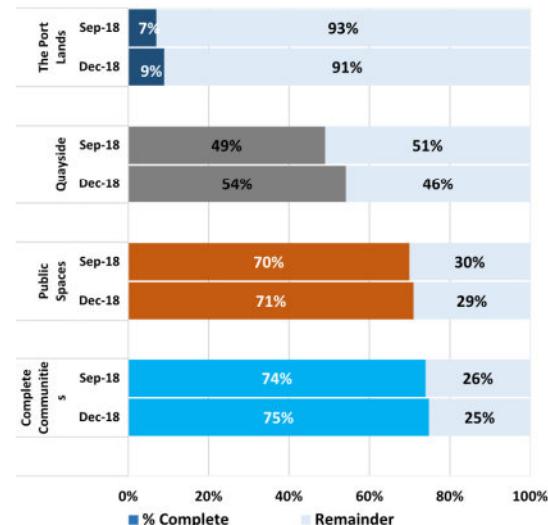


PROGRAM IMPLEMENTATION INDICATORS

Commitments and Balance to Spend (\$M)



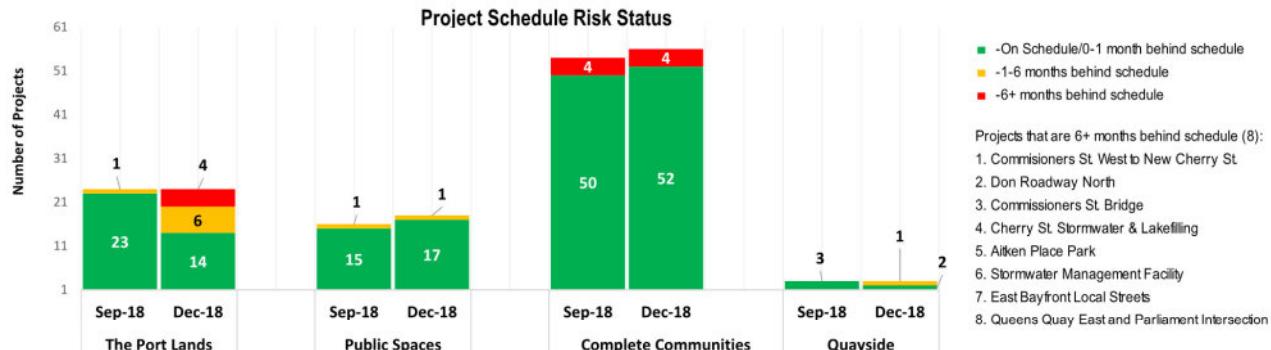
Project Completion



Quarterly Portfolio Dashboard - as of December 31st, 2018

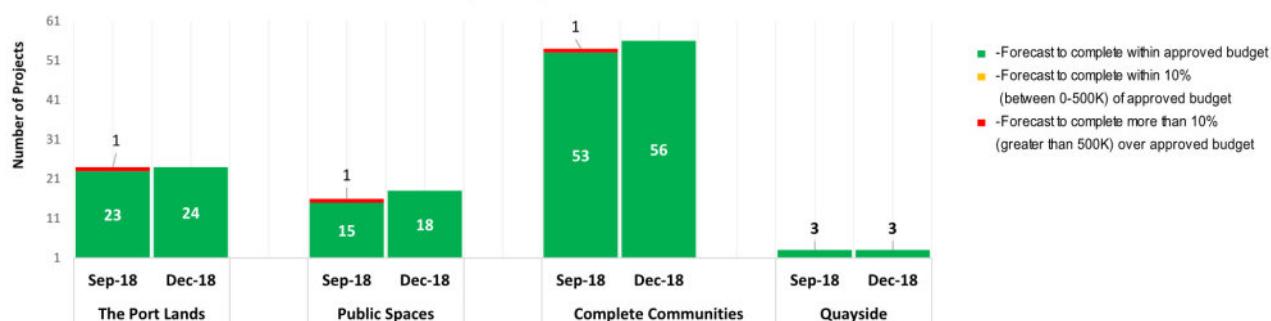
Issued: February 4th, 2019

PROGRAM RISK STATUS



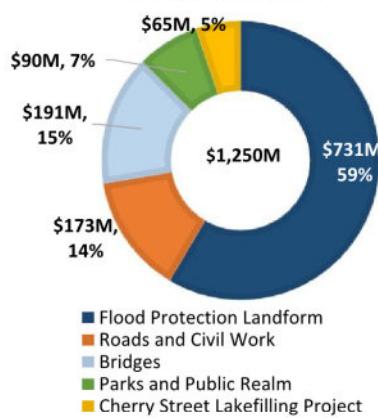
Note: Waterfront Toronto is in the process of re-baselining the overall project schedule for Port Lands project to mitigate risks that are being reported. The end date for the delivery of the Port Lands program remains unchanged.

Project Budget Risk Status

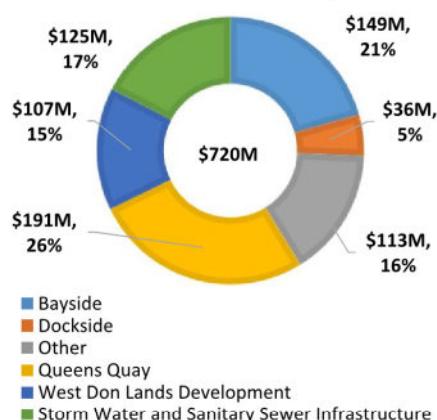


INVESTMENT BY PRIORITY INITIATIVE

Approved Investment Plan for the Port Lands (Based on 30% Design Estimates \$M)

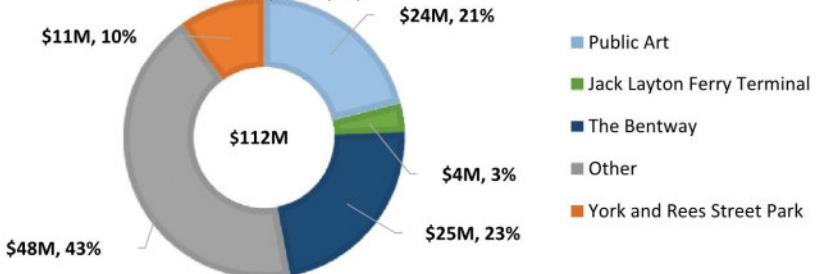


Approved Investment Plan for Complete Communities (\$M)



Note: Budget revised to capture 30% Design Stage Gate since the September 30th update.

Approved Investment Plan for Public Spaces (\$M)



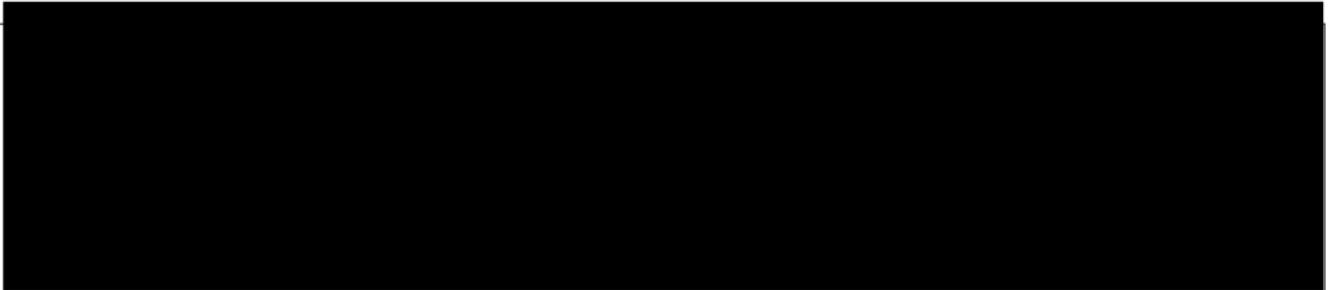
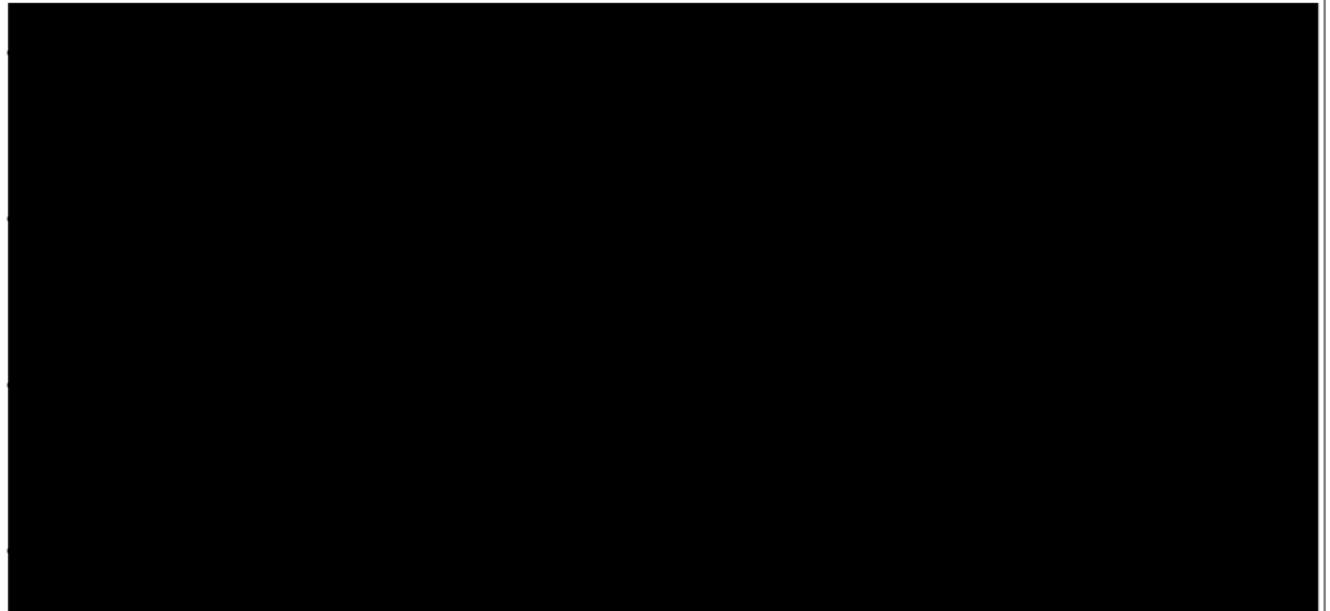
Note: Quayside project status update is included as part of Quayside Dashboard

**SCENARIO NOTE****Toronto Waterfront Revitalization Initiative – Intergovernmental Steering Committee**

Date/Time:	March 22, 2019, 1:30-3:30pm	
Location:	In-person and by teleconference at Toronto City Hall 24E	
Subject:	Intergovernmental Steering Committee (IGSC) between Infrastructure Canada, the Ontario Ministry of Infrastructure (MOI), the City of Toronto and Waterfront Toronto (WT)	
Participants:	INFC Kelly Gillis Glenn Campbell Nancy Faraday-Smith Shawn Tippins (Others TBC) Ontario Ministry of Infrastructure Chris Giannekos (Acting Deputy Minister) Adam Redish (Assistant Deputy Minister) Wendy Ren Cam Whitehead Catalina Manning (Others TBC)	City of Toronto Chris Murray (City Manager) Tracey Cook (Deputy City Manager) David Stonehouse (Director, Waterfront Secretariat) Jay Paleja (Manager, City Manager's Office) Waterfront Toronto Michael Nobrega (Interim President & CEO) Meg Davis (Chief Development Officer) David Kusturin (Chief Project Officer) Lisa Taylor (Chief Financial Officer) Edward Chalupka (Government Relations) Kristina Verner (VP, Innovation, Sustainability & Prosperity) Kevin Greene (Director, Project Management Coordination)

Departmental Objectives

- There are no decision items outside of approval of previous meeting minutes.
- IGSC will allow INFC officials to receive updates and discuss the next steps regarding the following agenda items:
 - Port Lands Flood Protection
 - Quayside
 - WT Financial Update
 - Update on the CEO search process (in-camera)
- [REDACTED]

**Stakeholder Objectives****Context**

- A meeting agenda for the quarterly IGSC can be found in **Annex 1**. You chaired the last IGSC meeting in Toronto on November 13, 2019 – see meeting Minutes under **Annex 2**.
- Since the last IGSC meeting a number of Quayside and governance-related events have included:
 - Nov 23rd – Civic Lab #1 – Data Governance
 - Nov 27th – MaRS data trust workshop
 - Nov 28th – Port Lands Flood Protection Project groundbreaking ceremony
 - Dec 5th – release of the OAG value-for-money audit of WT
 - Dec 6th – adoption of the 5-year Strategic Plan by the WT Board
 - Dec 7th – the Province acted on making changes to the Board
 - Dec 8th – 4th Public Roundtable on Quayside was held with Sidewalk
 - Feb 26th – nomination of Stephen Diamond as new WT Chair
 - Mar 4th – Civic Lab #2 – Civic Data Trusts
- The Digital Strategy Advisory Panel (DSAP) continued its work, meeting monthly from November–February to critically discuss: Sidewalk's data governance proposals; the technology use cases Sidewalk is prototyping for Quayside; as well as the evaluation criteria for the MIDP digital innovation and data governance chapter. DSAP will meet next on April 1st.

- WT has organized a number of ADM-level context briefings for INFC, MOI and the City that have provided some insights into particular MIDP subject areas. Briefings to-date have looked at Mobility and Sustainability, Buildings and Affordable Housing, Business Case Elements; and, Digital Innovation and Data Governance. The frequency of these briefings is expected to increase in advance of the MIDP being made public.
- In February, Ontario launched a public Data Strategy Consultation exercise that includes a focus on public trust/data privacy, and Toronto City Council approved a motion to undertake consultations on development of a “digital infrastructure and smart city framework”. ISED has not yet released its “what we heard” report from their 2018 National Digital and Data Consultations.

- [REDACTED]
- Consistent with the IGSC Terms of Reference, whereby the Chair of the IGSC rotates on an annual basis, the MOI Deputy Minister is expected to take over as Chair as of the next IGSC meeting.

Port Lands Flood Protection (PLFP) and Cherry Street Lakefilling Projects

- WT presentation documents as well as a one-pagers from INFC-POB on PLFP and Cherry Street can be found in **Annex 3**.
- Work on the PLFP Project is progressing on schedule and WT has commenced site mobilization. 30% design has been achieved and revised budgets have been developed based on these cost estimates. Costs incurred as of January 31, 2019 are \$66.3M.
[REDACTED]
- The INFC-WT Oversight Committee held their third meeting on February 20, 2019. Key discussions focused on guidelines provided by INFC to be used in future claims submissions and the establishment of a communications sub-committee.
- The Cherry Street Project is approximately 67% complete and forecasting to complete on budget, though INFC has yet to receive any claims. Project completion is currently forecasted for December 2, 2019, approximately 8 months behind the initial March 31, 2019 target.

Quayside

Dashboard: timeline & milestones, including release of draft MIDP to governments

- WT MIDP/Quayside dashboard can be found in **Annex 4**.
- The latest dashboard covers program budget status, MIDP schedule update, bi-weekly ADM briefings, and compliance/risk status.
[REDACTED]

Approach to MIDP Evaluation: framework update, including issues management

- WT's update presentation on the evaluation framework may found in **Annex 4**.
- WT previewed the MIDP evaluation framework at the last IGSC meeting in November, and subsequently presented their approach at the 4th Quayside Public Roundtable in December.
- WT has been working with KPMG to refine the framework, which envisions applying both quantitative and qualitative measures across the entire scope of the MIDP. The framework proposes a series of MIDP implementation requirements ("must do's") around: public consultation protocol; data governance and privacy (e.g., creation of project-specific policies and protocols); design excellence; local developer engagement; and, partnership model (e.g., revenue sharing, IP).
- The framework also sets targets and desired outcomes for MIDP "pillar" objectives around: economic development; affordable housing; digital platform; sustainability; mobility; public realm; buildings; and, community services. Within these groupings, WT is proposing five "must have" priorities with respect to success of the MIDP: job creation; climate positive; affordable housing; new mobility; and, innovations (to be further defined by WT).
- An Evaluation Structure shows the interaction of teams that will be put in place to review MIDP chapters and assess the viability of proposals, based on specific subject matters as well as overall commercial and development plans. An Evaluation Panel will work to develop consensus recommendations based on input from the teams, and a Due Diligence Panel will review the evaluation process and confirm adherence to evaluation criteria. Each element of the evaluation structure involves WT leads and external experts.

Digital Strategy Advisory Panel: role in MIDP evaluation

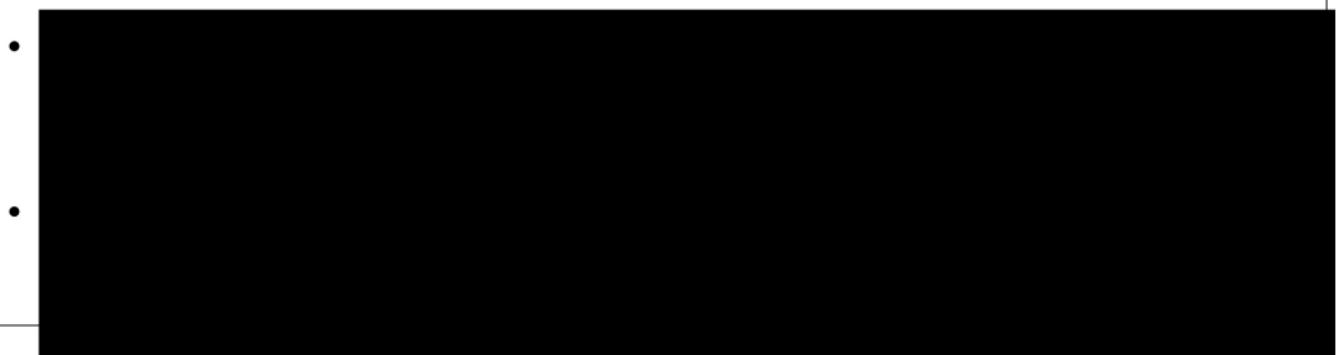
- A short brief on this item from WT may be found in **Annex 4**.
- WT will update the IGSC on how it is engaging the DSAP on WT's digital governance and privacy evaluation objectives that will be used to frame the evaluation of the MIDP. WT is working with KPMG to finalize this evaluation criteria and asked DSAP in January to create a working group to assist with the development.
- Panelists have reinforced their need to understand the data ownership approach being considered through the project. In addition, they have flagged the importance of ensuring that all three levels of government are engaged, particularly on questions of data privacy. Panelists also encouraged WT to share interim work products to be able to provide earlier feedback. Finally, they are considering what volume of information they will need from Sidewalk in order to evaluate the MIDP, e.g., the full MIDP or a subset of information related to the technology proposals.

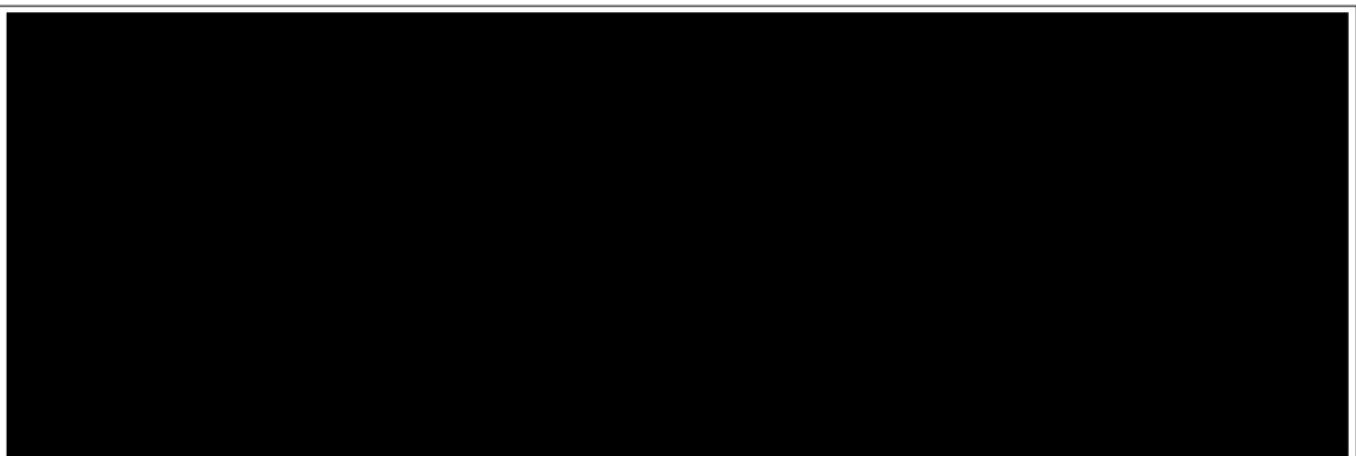
MIDP Public Consultation Strategy and Quayside Communications Strategy

- WT's update presentation on its communications strategy can be found in **Annex 4**.
- The deck begins with some context-setting information and statistics and then outlines a number of measures WT will undertake to gain public confidence and mobilize supporters. It also outlines an MIDP public engagement approach that suggests ongoing online engagement and three public meetings (one each in spring/summer/fall).
- Given the level of attention being paid to Quayside by the public and various advocacy groups, it will be important for WT to structure public sessions in such a way that they are highly informative conducive to providing feedback. A post-event survey from the last Public Roundtable showed participants found the sessions to be rushed given the volume of information conveyed. Any sense on the part of the public that WT is not taking adequate time to meaningfully consult will be met with strong criticism. WT will also need to manage where feedback is not incorporated into a final MIDP.
- WT could be asked if it has adjusted its communications strategy following recent events such as the inadvertent disclosure in February of a Sidewalk deck that discussed Quayside business case elements, and the recent appearance of WT senior management at the February 21st meeting of the House of Commons Standing Committee on Access to Information, Privacy and Ethics (ETHI).

WT Quarterly Financial Report

- The WT quarterly financial report may be found under **Annex 5**.



**In-Camera**

- No specific requests have been received to date on issues to raise in-camera, but will be guided by the conversation over the preceding agenda items.
- WT Board appointments and the CEO search process could be items for discussion in-camera.

Annexes:

Annex 1: Agenda

Annex 2: Minutes from the November 13, 2018 IGSC meeting

Annex 3: Port Lands Flood Protection Contribution Agreement Update (WT)

- i. Port Lands 1-pager (POB)
- ii. Port Lands Dashboard (POB)
- iii. Cherry Street 1 pager (POB)
- iv. Cherry Street Dashboard (POB)

Annex 4: Quayside (WT)

- i. MIDP Dashboard (WT)
- ii. MIDP Evaluation Update (WT)
- iii. DSAP Role in MIDP Evaluation (WT)
- iv. MIDP Schedule Update (WT)
- v. Communications Update (WT item to follow)

Annex 5: WT Financial Update (WT)

- i. AG report follow-up (WT item to follow)

**Pages 365-368
are withheld
pursuant to paragraphs
21(1)(a) & 21(1)(b)
of the *Access to Information Act***

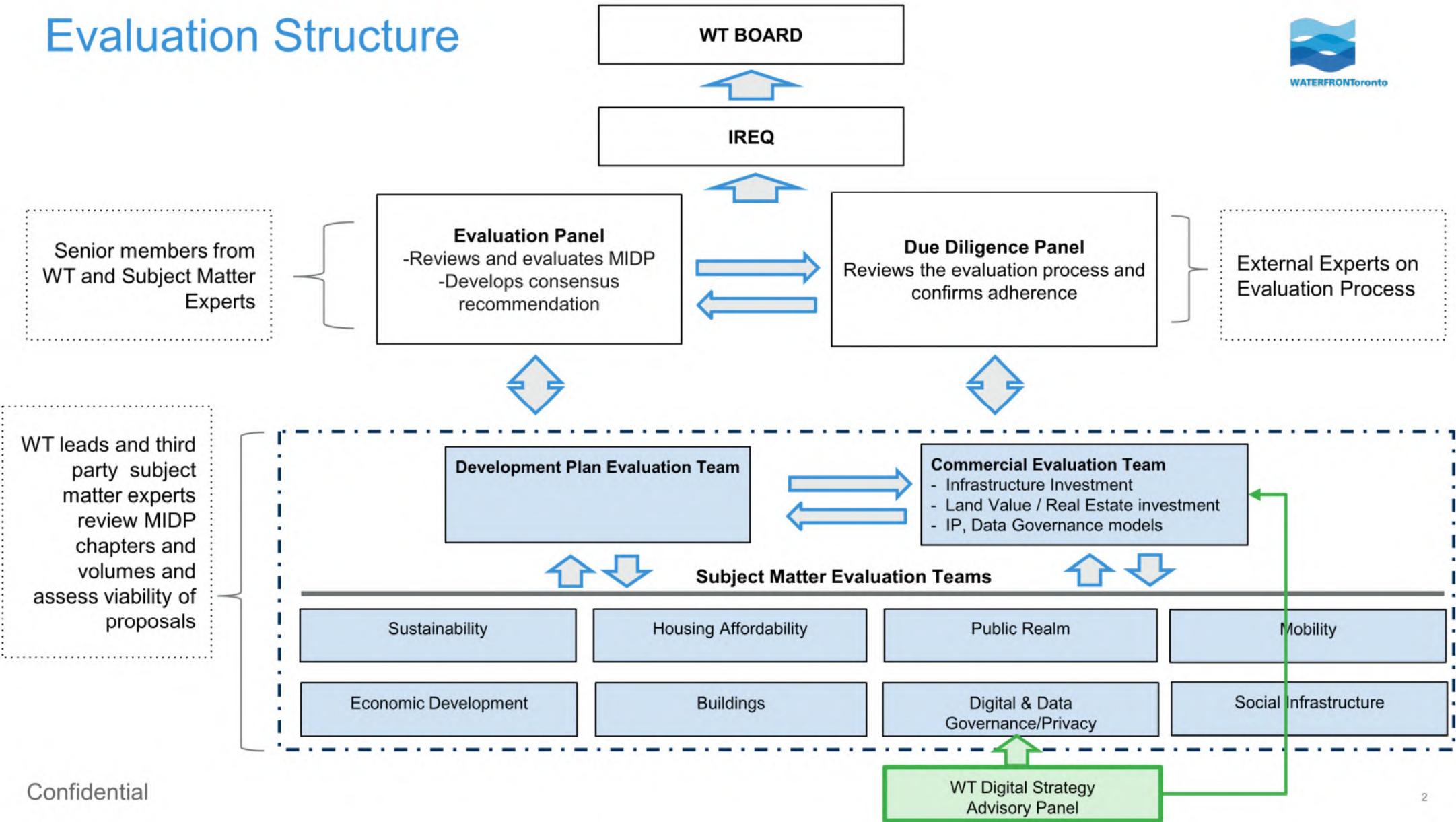
**Les pages 365-368
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) & 21(1)(b)
de la *loi sur l'accès à l'information***

Role of DSAP in the Evaluation Process

IGSC
March 22, 2019

Draft and Confidential

Evaluation Structure



Confidential

2

Key Elements of the DSAP Review



The Digital Strategy Advisory Panel will be providing its review and comments to the following pillars:

- Digital Innovation
- Volume III: Intellectual Property

In the case of the Digital Innovation pillar, DSAP is serving as the Subject Matter Expert.

Working groups of the DSAP are currently working on independent architecture models and providing input to the evaluation criteria to ensure they are comprehensive.

DSAP will receive a confidential briefing and preliminary draft of the Digital Innovation chapter in April 2019 to begin their due diligence process, providing high-level feedback to Waterfront Toronto to identify areas of concern.

DSAP will not be providing a scored review of the MIDP, but rather providing comprehensive comments that will form the basis of a consensus report, and as appropriate, a minority report, that will be factored into the pillar review and evaluation. This report will become public as part of DSAP's overall commitment to openness and transparency.

Confidential

3

2019-2020 DSAP Dates



- Monday, April 1, 2019: 11:00 am – 5:00 pm
- Thursday, June 6, 2019: 1:00 pm – 5:00 pm
 - Additional meetings will be scheduled to discuss the MIDP contents once the public release schedule is finalized.
- Thursday, September 12, 2019: 1:00 pm – 5:00 pm
- Thursday, November 7, 2019: 1:00 pm – 5:00 pm
- Thursday, January 23, 2020: 1:00 pm – 5:00 pm
- Thursday, March 12, 2020: 1:00 pm – 5:00 pm

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4



a waterfront for everyone



Agenda
Toronto Waterfront Revitalization Initiative IGSC
March 22, 2019

Toronto City Hall, 24th Floor large boardroom, East Tower, and by Teleconference
1:30 – 3:30 PM

Local Dial In: 416-443-4589, Conference ID: 7985047

- 1. Welcome Remarks and Introductions** – Kelly Gillis, Deputy Minister, INFC (5 min)
- 2. Approval of November 13, 2018 IGSC Minutes** – All (5 Min) – Decision Item
- 3. Port Lands Flood Protection Update** – WT Chief Project Officer David Kusturin (15 Min) – Information Item
- 4. Quayside** – WT Chief Development Officer Meg Davis (60 Min) – Information Item
 - *Dashboard: timeline & milestones, including release of draft MIDP to governments*
 - *Approach to MIDP Evaluation: framework update, including issues management*
 - *Digital Strategy Advisory Panel: role in MIDP evaluation*
 - *MIDP Public Consultation Strategy and Quayside Communications Strategy*
- 5. WT Financial Update** – WT Chief Financial Officer Lisa Taylor (10 Min) – Information Item
 - *Follow-up to Ontario AG Report - update*
 - *Borrowing consent extension – forthcoming business case*
- 6. Any other Business** – All (10 Min)
- 7. In Camera** – (15 Min)

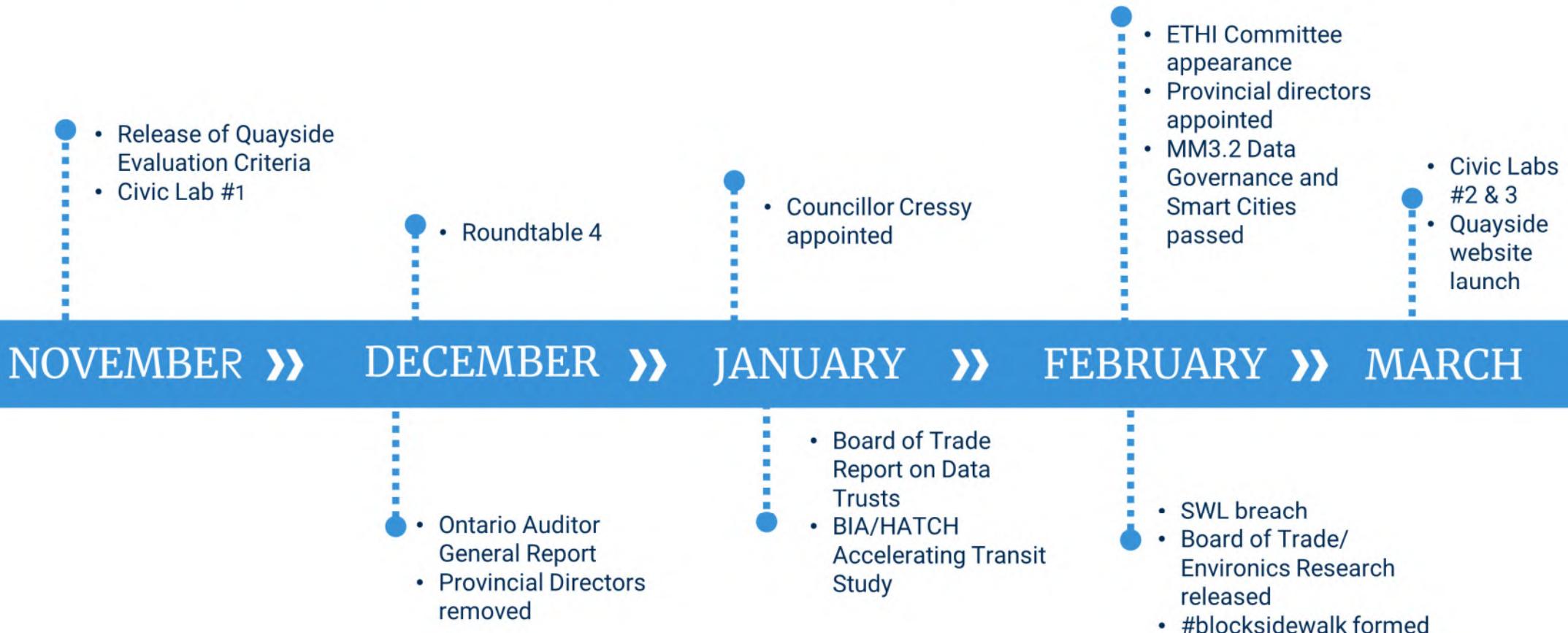
CONFIDENTIAL FOR DISCUSSION

March 22, 2019

Update: Quayside Communications and Engagement

Waterfront Toronto

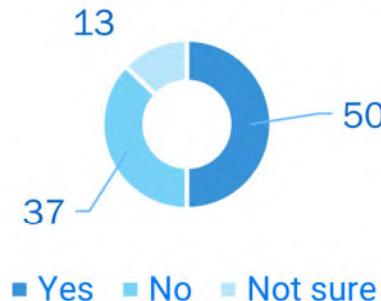
Activities and actions: November to present



Public support for Quayside “partnership” is consistent with past high profile projects like Olympic bid and Pan Am Games

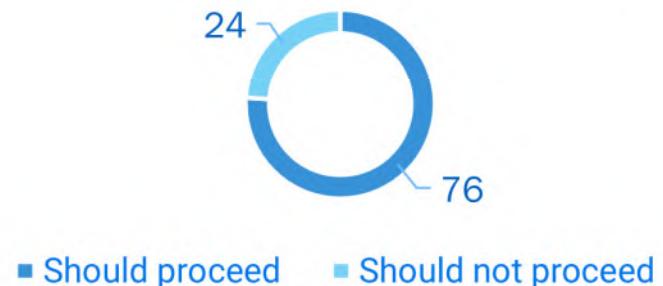
- While a majority support the Quayside project (55%), only 14% strongly support it.
- 8% oppose it with 3% strongly opposing it
- 34% don't know or have an opinion
- Supporters tend to be highly educated, higher income men
- Opposition to Quayside is consistent across demographic groups

Awareness of Quayside Project



■ Yes ■ No ■ Not sure

Should Quayside Partnership Proceed



■ Should proceed ■ Should not proceed

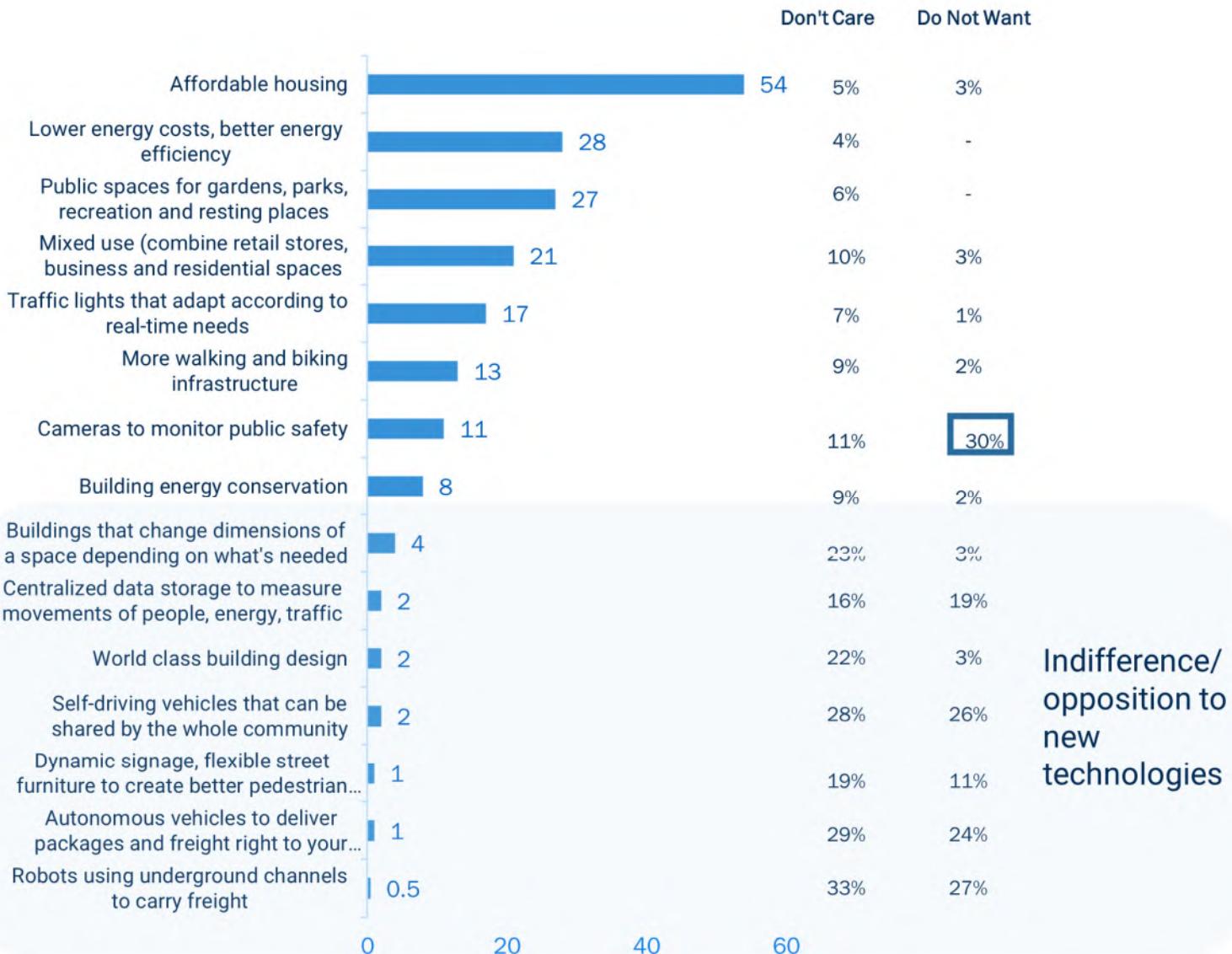
Smart City Survey Report Findings. Environics Research. February 22, 2019

Public views on Future Communities

- Affordability and mobility** are key benefits people want to see in new developments
- Canadians support public investments in accelerating the development of “communities of the future”

However,

- Torontonians are divided (50%-50%) on if government or the private sector should deliver infrastructure and services
- Divided on surveillance even if it improves safety
- Canadians are less interested in technology features, more interested in their benefits



Waterfront Toronto Commissioned Research. Perceptions and Attitudes Towards Community Development. Angus Reid. January 2019

Status update—same strategic imperatives from November in play

In November we identified must-dos in order to gain public confidence in WT and mobilize supporters

1

Frame and contain digital and privacy issues



2

Mobilize third-party supporters of WT



3

Channel public discussion to topics that matter to people

1

Mostly data governance and privacy issues:

- Civic Labs series on key digital topics
- Public meeting on digital governance
- MaRS and Toronto Board of Trade thought leadership
- ITAC story mining/influencer program
- MIDP information kits including discussion guides for office holders
- ETHI Committee

2

Overcome bystander effect:

- Waterfront for All
- Toronto Board of Trade
- ULI
- ITAC
- MaRS

3

The waterfront is more than Quayside:

- Roll out of Five-Year Strategic Business Plan at Toronto Board of Trade with social media - April
- PortLands2024 marketing and engagement campaign focus - underway
- Transit Reset



The MIDP is going to generate issues **around private financing of public infrastructure and transit as well as on the role of private sector in planning** that could invite new advocacy groups to join the debate. Stakeholder mapping will be done to anticipate new entrants and mitigation strategies.



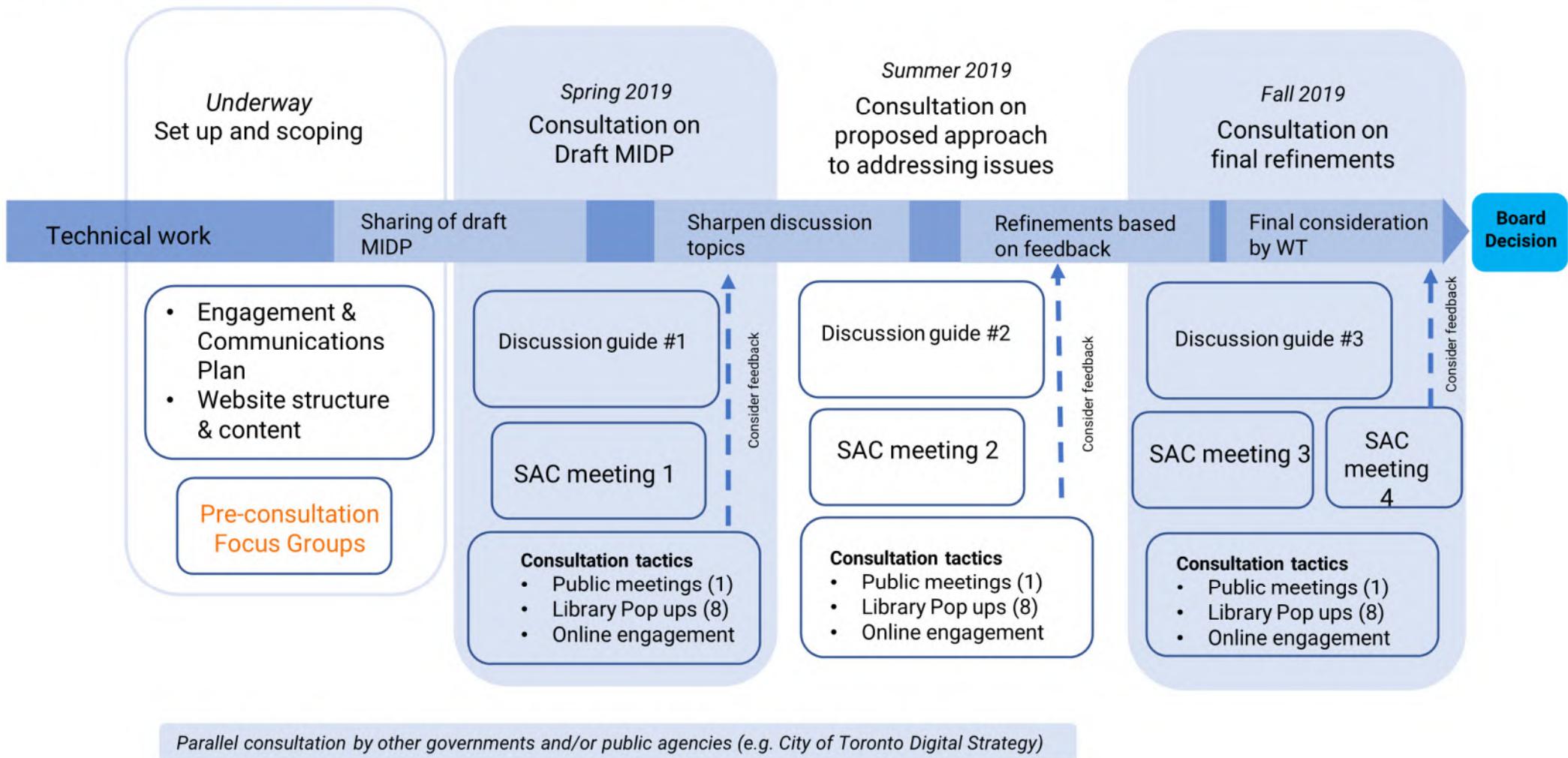
ABOUT

As WT pivots to its evaluator role, it will decouple from SidewalkTO and will launch a Quayside microsite and content marketing campaign to drive engagement on MIDP evaluation

[FIND OUT NOW](#)

ON THIS PAGE

MIDP Public Engagement Approach



Relative positioning during MIDP Evaluation

	Waterfront Toronto	Sidewalk Labs
Goal	<ul style="list-style-type: none">• Protect social license and legitimacy	<ul style="list-style-type: none">• Build support for MIDP
How	<ul style="list-style-type: none">• Deliver transparent consultation process and give voice to the "public good"	<ul style="list-style-type: none">• Build excitement for MIDP features
Audience	<ul style="list-style-type: none">• General public (incl. waterfront residents)• Urbanists• Media• Office holders	<ul style="list-style-type: none">• General public (incl. waterfront residents)• Urbanists• Technologists• Advocates
Tools	<ul style="list-style-type: none">• WT panels and committees (DRP, DSAP, SAC)• Discussion guides• Online and offline• Toronto Public Library	<ul style="list-style-type: none">• Digital feed back tools• Experiential programming at 307• Pop ups• Online and offline
Tone	<ul style="list-style-type: none">• Neutral• "Listen to"	<ul style="list-style-type: none">• Excited• "Talk at"

Thank you.

info@waterfronttoronto.ca

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March 22, 2019

MIDP Proposed Revised Schedule

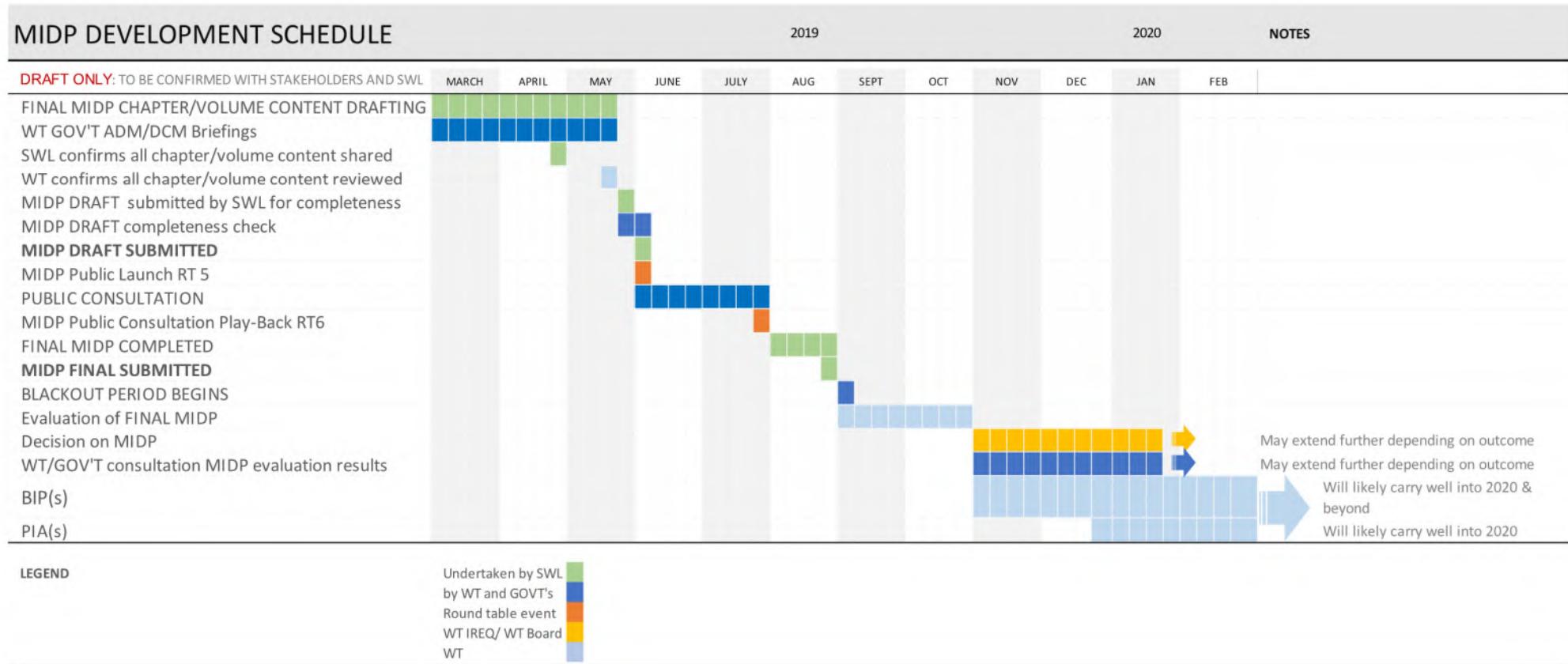
IGSC Presentation



MIDP Proposed Revised Schedule



WT is seeking to closely align the public release date of the DRAFT MIDP with its submission date to Gov't and WT.
This will require enhanced ADM briefings to review MIDP Chapter and Volume content



MIDP Content Review Considerations

WT continues to work with its government partners to refine the ADM/DCM briefing format with respect to engaging additional Ministry/Departmental staff as well as the timing and frequency.

WT will work to:

- Ensure that ADM/DCM briefing subject matter and content is prepared and shared in advance of each briefing.
- Create summary briefings with a focus on policy revisions and other pertinent information for Govt's
- Manage SWL's attendance at ADM/DCM briefings to be most efficient with meeting time
- Prepare a listing of all proposed ADM/DCM meeting dates and subject in the next week

Evaluation Framework

Intergovernmental Steering Committee
March 22st , 2019

Confidential

1

Purpose and Background

Waterfront Toronto, in consultation with KPMG, has developed a process for reviewing and evaluating the Master Innovation and Development Plan (MIDP) known as the Evaluation Framework (“Framework”). The Framework allows for detailed review and feedback to Sidewalk Labs, includes the support and input of third party subject matter experts, and will result in a consensus based final recommendation on the MIDP.

For context, the MIDP will be delivered in three volumes:

- **Volume 1** – Development plans at three scales
- **Volume 2** – Pillar deep dives and innovation ideas
- **Volume 3** – An overview of the business and commercial terms,

The Framework has been designed to correspond to this format and will evaluate the MIDP against WT's Goals and Objectives.

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2

WT Goals and Objectives

Implementation Requirements “Must Do’s”

Five “must do’s” to be adhered to through the MIDP phase and into development/execution

1. Public Consultation Protocol
2. Data Governance and Privacy
3. Design Excellence
4. Local Developer Engagement
5. Partnership Model

Pillar Objectives

Detailed objectives reflecting Waterfront's **desired outcomes** for the MIDP broken down in eight categories.

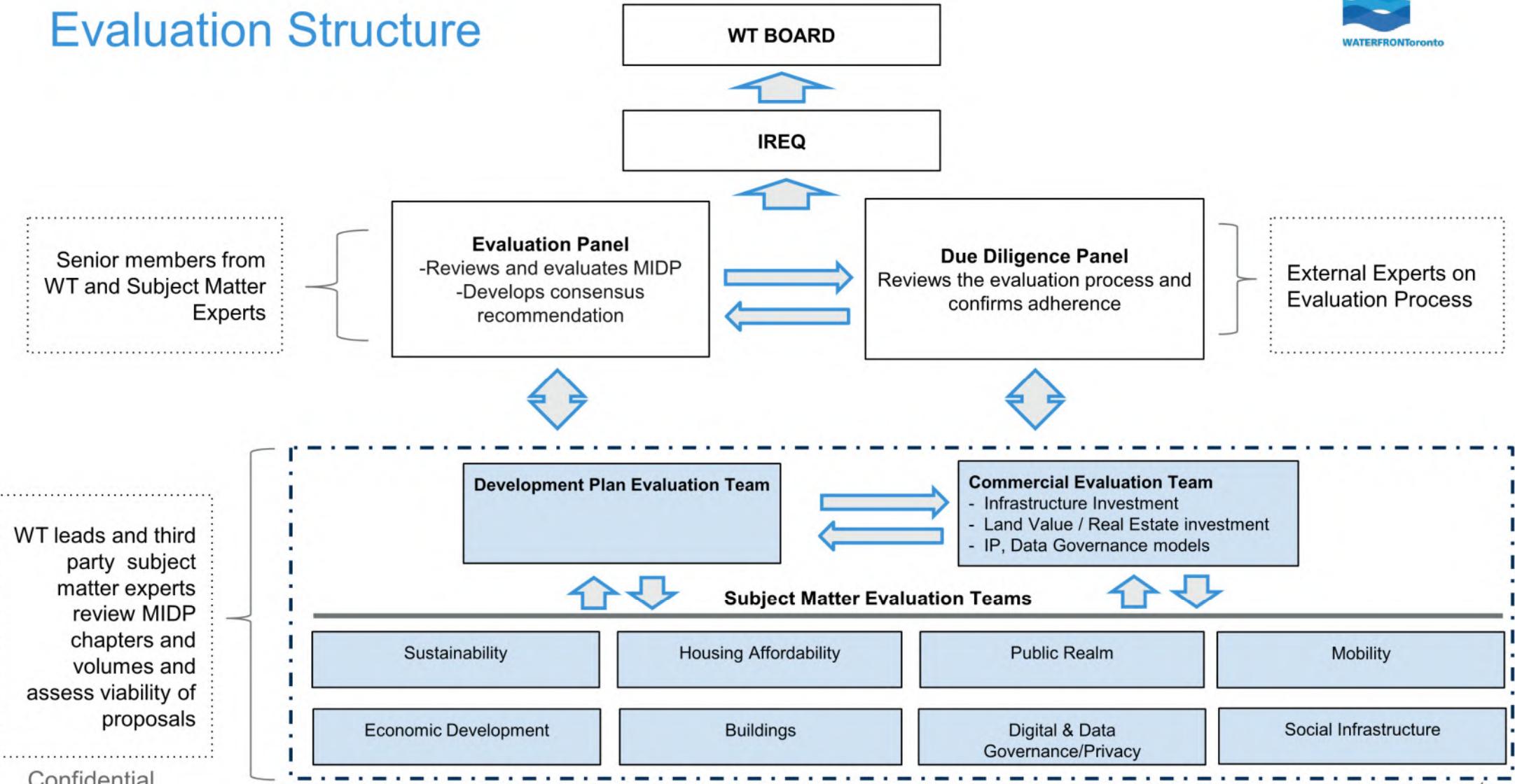
1. Economic Development
2. Affordable Housing
3. Digital Platform
4. Sustainability
5. Mobility
6. Public Realm
7. Buildings
8. Community Services

Pillar Objective “Must Haves”

Out of these desired outcomes, five “**must haves**” have been identified as priorities for WT with respect to the success of the MIDP

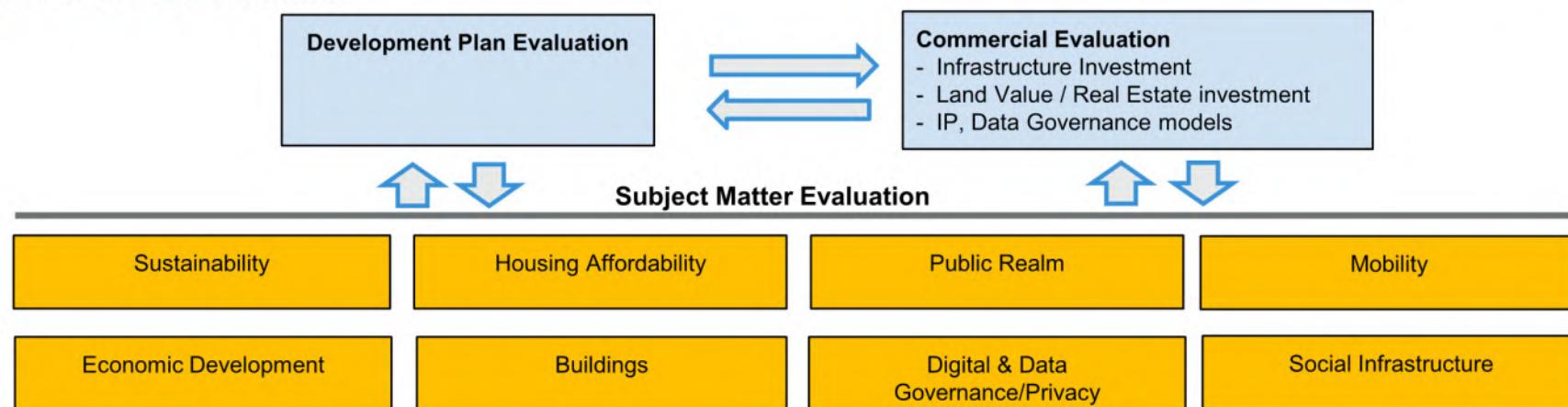
1. Job Creation
2. Climate Positive
3. Affordable Housing
4. New Mobility
5. Innovations (To be further developed)

Evaluation Structure



- Subject Matter Review Teams (one team for each of the eight subject areas) with specific expertise and external peer review support will review the MIDP Submission and prepare comments and recommendations in consideration of the evaluation criteria outlined in the Goals and Objectives. The Subject Matter Review Teams reports and recommendations will be used by the Evaluation Panel to assist in achieving its consensus recommendation. The teams will be composed of a small number of WT staff with and external consultants to provide peer review support. The consultant support will include firms such as KPMG and ARUP.

To maintain flexibility within the evaluation process, the sub-objectives within each of the subject matter working area have not been weighted. This means that when assigning an overall score for the subject matter evaluation, Evaluators can use their professional judgment to assign a score taking into consideration the strengths and weaknesses.



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5

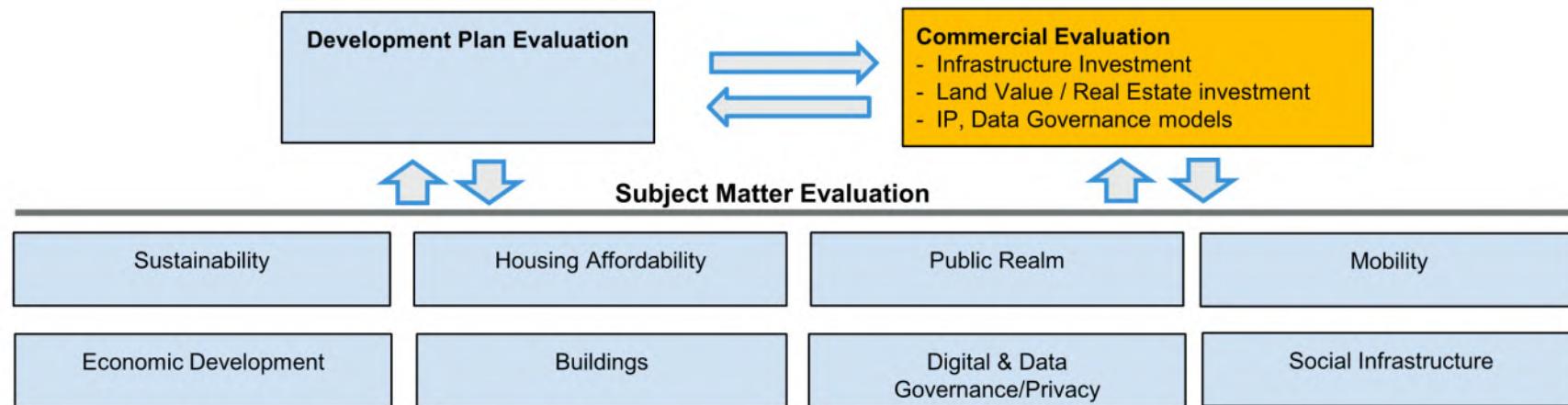
Working Sheet Example



Evaluation Criteria	Objectives	Scoring Guidelines	Factors to Consider	Evaluator Comments
Pillar 4 – Sustainability				
4.1 Climate Positive	<p>Enable the development of neighborhoods with below-zero annual greenhouse gas emissions at full build-out, as defined by the C40 Climate Positive Framework.</p> <ul style="list-style-type: none"> a. Identify or contribute financial resources to support climate positive building and district level solutions. b. Prepare a draft of a WT C40 Climate Positive Roadmap. 	<p>Characteristics of a rating of 9-10:</p> <ul style="list-style-type: none"> • Submission provides a sound, innovative, and low risk plan with commitment to achieve as close as possible to below-zero annual greenhouse emissions at full build-out, as defined by the C40 Climate Positive Framework. • The plan identifies significant financial resources to support climate positive building and district level solutions. • Submission of a detailed draft of a Waterfront Toronto C40 Climate Positive Roadmap. <p>Characteristics of a rating of 5-8:</p> <ul style="list-style-type: none"> • Submission provides a sound and innovative plan with some concerns and/or material risks that could impact the commitment to zero annual greenhouse emissions at full build-out, as defined by the C40 Climate Positive Framework. • The plan identifies a reasonable amount of financial resources necessary to achieve zero annual greenhouse gas emissions • Submission of a detailed draft of a Waterfront Toronto C40 Climate Positive Roadmap. <p>Characteristics of a rating of 0-4:</p> <ul style="list-style-type: none"> • Submission provides an inadequate and/or high risk plan that is expected to result in annual greenhouse emissions at full build-out that significantly exceed zero. • Minimal to no financial resources identified to support climate positive building and district level solutions. 	<p>In the absence of the MIDP:</p> <ul style="list-style-type: none"> • Greenhouse gas emissions from Waterfront Toronto's current developments amount to XX. • Toronto 2030 Districts Policy and Toronto's Zero Emissions Building Framework aims to cut district-wide emissions in half, including zero-emissions from new buildings by 2030. • Waterfront Toronto observes the specifications listed within the Minimum Green Building Requirements (MGBR), which includes LEED Gold Certification, renewable energy production, outdoor and indoor water use reduction, and optimized energy performance. <p>Factors to consider in evaluation:</p> <ul style="list-style-type: none"> • Incorporation of advanced water conservation and efficiency measures. • Innovative methods for reducing stormwater flows. • Alternative sources of energy or use of renewable energy. • Efficient use of energy through localized shared energy services. • Innovative methods for waste reduction and recycling and other innovative waste management technologies and practices. • Innovative thermal or electrical systems. • Variety and amount of financial resources identified and committed. 	

Commercial Evaluation

- The Commercial Review Team will assess financial matters, as well as an evaluation of partnership elements, proposed roles and responsibilities, implementation timelines/process, innovative revenue streams, financial feasibility, affordability and other commercial arrangements.
- The Commercial Review Team will work with the leads of the Subject Matter Review Teams to incorporate financial feasibility into the evaluation considerations for each subject matter area. It will invite the subject matter leads into specific elements of Volume 3 if it requires their specialized expertise. The team will be composed of a small number of WT staff with and external consultants to provide peer review support. The consultant support will include firms such as KPMG and NBLC.

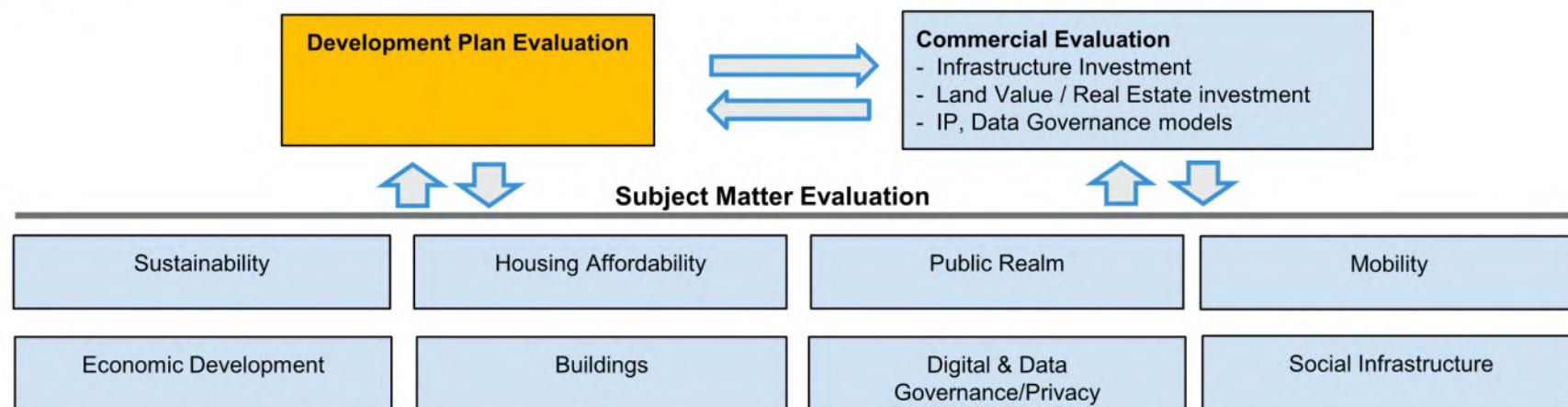


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7

Development Plan Review

- The evaluation of the Development Plan will be conducted by the Development Plan Evaluation Team, and will occur in parallel with the Subject Matter Evaluations and the Commercial Evaluations. The team will be composed of a small number of WT staff with and external consultants to provide peer review support. The consultant support will include a planning firm such as Bousfields.
- Evaluators will make use of a Development Plan Evaluation Matrix to assess compliance with the principles of various Precinct Plans and policy documents, and determine whether or not the rationale for meeting/not meeting a principle is reasonable.
- SWL will be expected to provide a planning justification report which clearly articulates planning targets (massing, density, phasing and zoning) and reflects sound planning principles.



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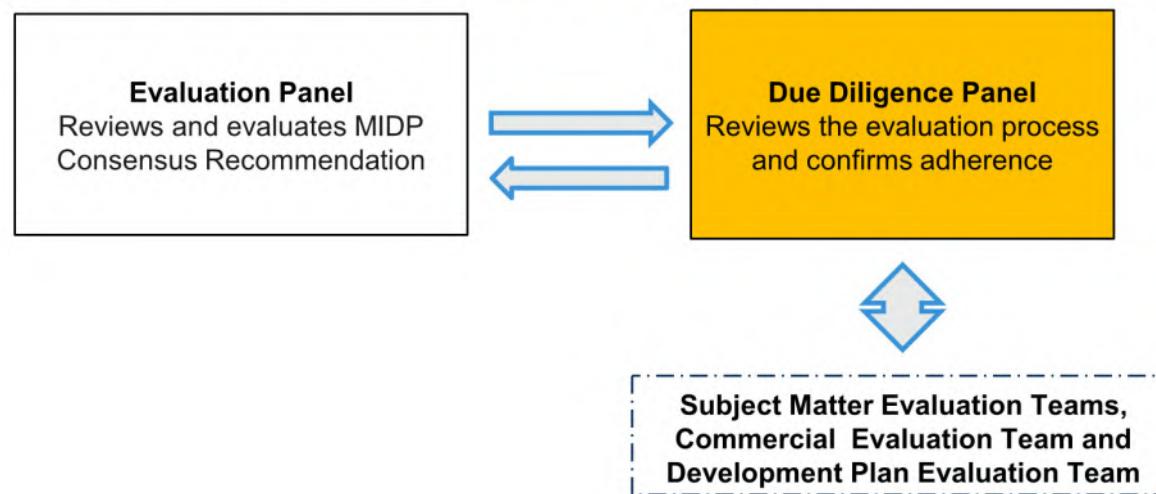
8

Due Diligence Panel

The Due Diligence Panel will provide an independent review of the MIDP evaluation process to determine whether, in its opinion the Evaluation Teams have followed the evaluation process, including diligent, consistent and unbiased application of the evaluation criteria, and that consensus was reached in the evaluation. It will report to the Evaluation Panel on whether the following have been met by the Evaluation Teams:

- The pre-established evaluation process has been followed; and
- The pre-established evaluation criteria have been applied diligently.

The Due Diligence Panel is anticipated to be comprised of two to three people, and will include external, independent professional advisors. The consultant support will include firms such as KPMG.



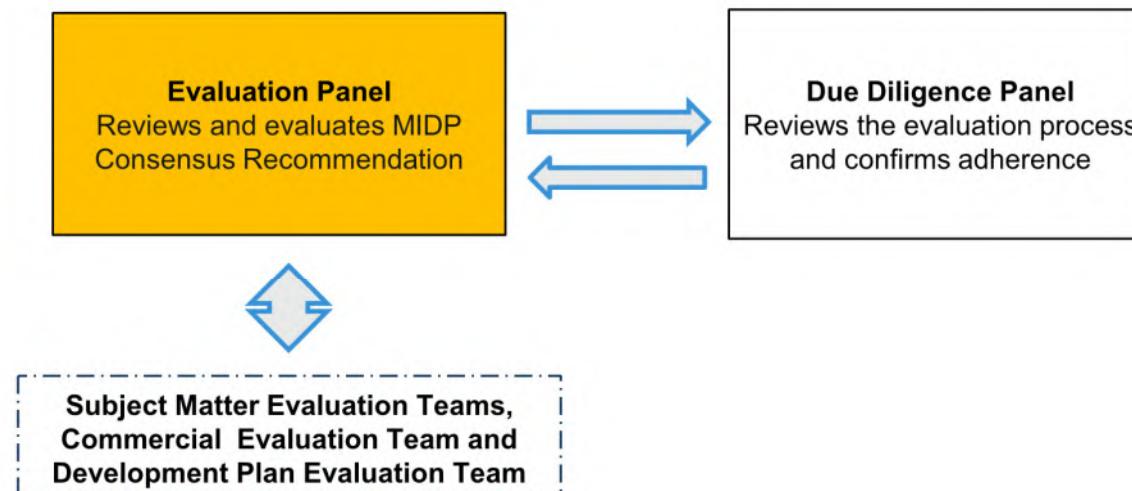
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9

Evaluation Panel

The Evaluation Panel will be composed of between 5 to 7 members, and will include WT Executives and subject matter experts external to the organization. The subject matter experts will be leaders in their sector and could include people such as [REDACTED]

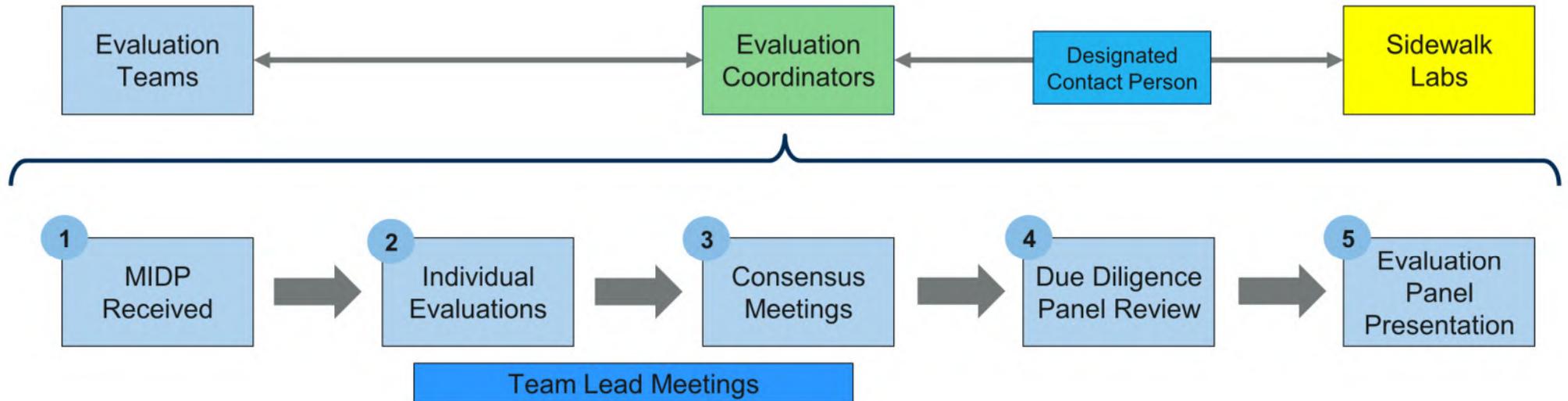
The Evaluation Panel will be presented with evaluation summaries prepared by the Evaluation Team leads and vetted by the Due Diligence Panel. The Evaluation Panel will not score any of the Subject Matter Areas, but will issue a consensus based final recommendation on the MIDP, based on overall strengths and weaknesses, and tradeoffs of the full MIDP Submission



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10

Evaluation Process Flow



Evaluation Coordinators: will manage the evaluation process and interact with the Evaluation Panel, Due Diligence Panel, and Evaluation Teams as necessary.

Confidential

11

Outstanding Issues

1. WT will continue to refine the Framework in conjunction with KPMG to provide clarification on the following items:
 - a) How the MIDP will be evaluated against a baseline.
 - b) More details and further clarification on
 - I. How the evaluation panel will prioritize the objectives as evaluated by each Subject Matter (Pillar) team
 - II. How will the framework, most notably the Evaluation Panel will prioritize the commercial terms in relation to the achievement of Goals and Objectives
 - III. How will the framework collect and prioritize input from stakeholders, most notably the Public

Confidential

12

MIDP Program

March 15-2019, Budget update as of Feb 25-19

PROGRAM OVERSIGHT

OVERALL STATUS



BUDGET STATUS



SCHEDULE STATUS



COMPLIANCE / RISK STATUS

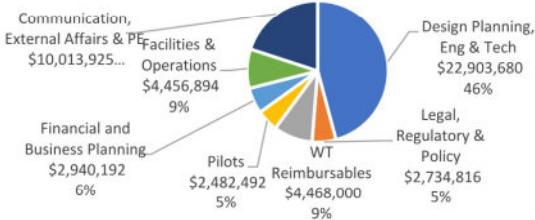


Waterfront Toronto is tracking the progress of the Master Innovation Development Plan (MIDP) Program and is proceeding in accordance with the contractual obligations as outlined in the Plan Development Agreement (PDA). Schedule, budget, and compliance risks are being closely monitored.

PROGRAM BUDGET STATUS

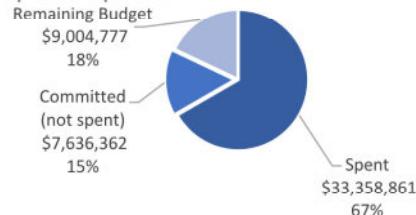
TOTAL: \$50,000,000 (\$US)

SWL MIDP BUDGET SUMMARY



Commitments and Balance to Spend (\$US)

SWL Spend Update

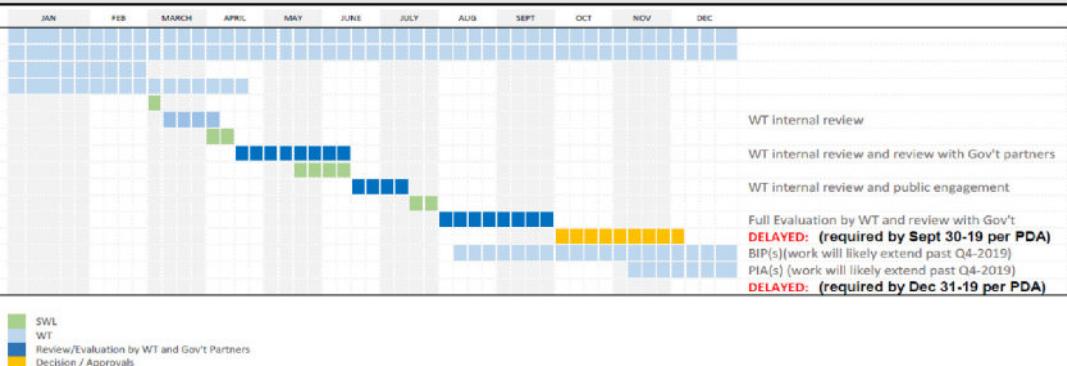


SCHEDULE UPDATE

MIDP DEVELOPMENT SCHEDULE

UPDATED FEB 08-2019

- PUBLIC ENGAGEMENT
- GOVT / EXECUTIVE ENGAGEMENT
- MIDP EVALUATION FRAMEWORK Completed
- Procure and Secure Peer Reviewers
- MIDP DRAFT 1 (all volumes) submitted by SWL
- Review and Assess MIDP DRAFT 1
- MIDP DRAFT 2 (for Gov't Release) by SWL
- Review and Assess DRAFT 2
- MIDP DRAFT 3 (for Public Release) by SWL
- Review and Assess DRAFT 3
- MIDP FINAL submitted by SWL
- Evaluation of FINAL MIDP
- Decision on MIDP
- BIP(s)
- PIA(s)
- FINAL Approvals



Bi-Weekly ADM Meetings

26-Mar-2018	Quayside Executive Steering Committee Meeting #1
20-Apr-2018	Quayside Executive Steering Committee Meeting #2
14-Jun-2018	Quayside Executive Steering Committee Meeting #3
10-Dec-2018	ADM Briefing #1
15-Jan-2019	ADM Briefing #2
22-Feb-2019	ADM Briefing #3
5-Mar-2019	ADM Briefing #4

Governance, PDA, MIDP Scope, Public Engagement
 Governance, PDA, MIDP Scope, Public Engagement
 Governance, PDA, DSAP, MIDP Scope, Public Engagement
 WT Review and SWL Presentation: Mobility, Sustainability
 WT Review and SWL Presentation: Affordable Housing, Buildings
 WT Review and SWL Presentation: Volume 3/Business Case
 WT Review and SWL Presentation: Data and Digital Governance

Future topics for ADM Briefings:

- | | | |
|-----------------------------|------------------------------|---|
| Volume 1: | Volume 2: | Volume 3: |
| - Economic Development | - Public Realm | - Financials/Business Plan Deep Dive (Real Estate, Infrastructure, Intellectual Property) |
| - Development Plan Overview | - Social Infrastructure | - Procurement |
| | - Urban Data/Digital Privacy | - Roles and Responsibilities, Governance & Policy/Regulations |
| | Part II | |



MIDP Program

March 15-2019, Budget update as of Feb 25-19

DASHBOARD

Government Engagement



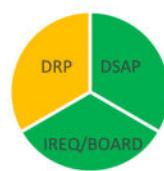
Comments

- Vol 3 & other briefings continue as materials become available.
- Ongoing discussions re: revised MIDP timelines/release, review.

Public Engagement



Governance & Panels



Obligations and Risk



Comments

- PDA milestones for MIDP approval at risk
- PDA milestone on PIA at risk

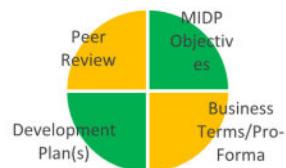
Project Management



Comments

- SWL revising submission dates
- WT working with SWL to address slippage
- Seeking Gov't input on briefing process

MIDP Evaluation Framework



Comments

- Vol 3 now expected March 22
- Remaining peer review team in place by April 1
- Evaluation Framework to be approved by WT Board Mar-21

LEGEND

■	No concerns: On target
■	Caution: Emerging concerns
■	Caution: Risk identified
■	Work not started



SWL Relationship Indicator

Progress made on establishing more PR/GR coordination
Delays on content delivery persist

ACTIVITY INSIGHT

Work Accomplished This Period: February-March

Receipt of initial drafts of Volume 1&2
Evaluation Framework finalized
Communication strategy roll-out on MIDP begun
DSAP Feb 14
SAC Meeting #3 – Feb 26, Neighbourhood (SLNA) meeting Feb 27
Civic Lab on Digital Trust/Digital Stewards Mar-4

Work Planned for Next Period: March-April

MIDP Volume 3 initial draft due from SWL
Evaluation Framework to be approved by WT Board Mar-21
Intensive briefings of Gov't through ADM meetings
DSAP Apr-1
SAC Meeting (Date - TBD)
Civic Lab on IP, Privacy, Data Monetization Mar-26
Presentation of revised Quayside site plan to DRP Apr-24



PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM SUMMARY

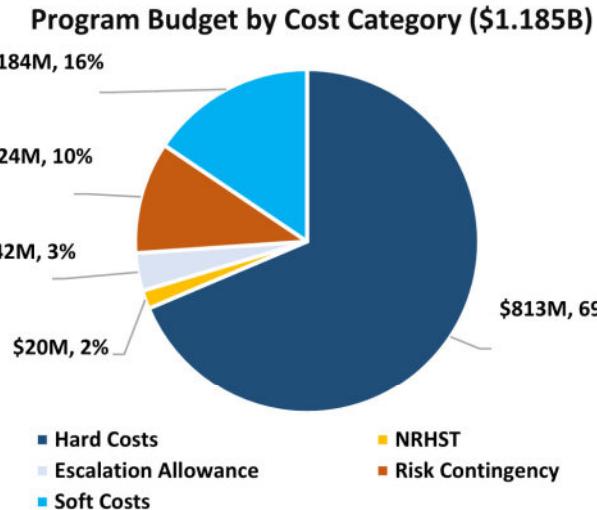
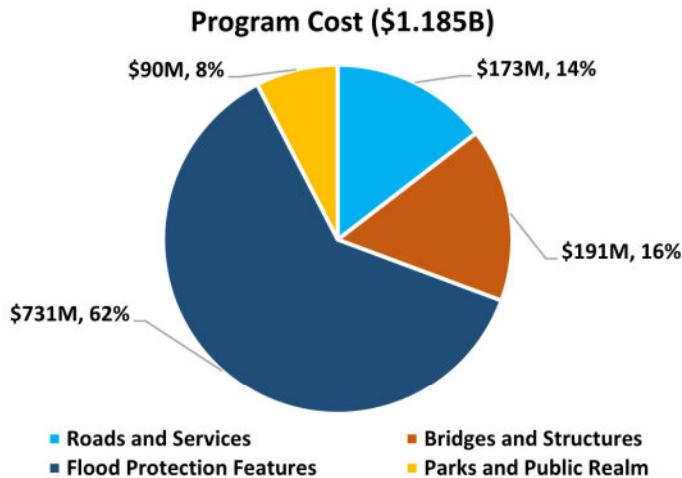
Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

STATUS SUMMARY



NOTE: While the contractor is currently reporting schedule delays on individual projects, the end date for the delivery of the Port Lands Program remains unchanged. In addition, Waterfront Toronto is in the process of adjusting the overall program schedule to mitigate schedule risks that are being reported.

PROGRAM BUDGET ALLOCATION (Based on 30% Design Estimates)



FINANCIAL SUMMARY

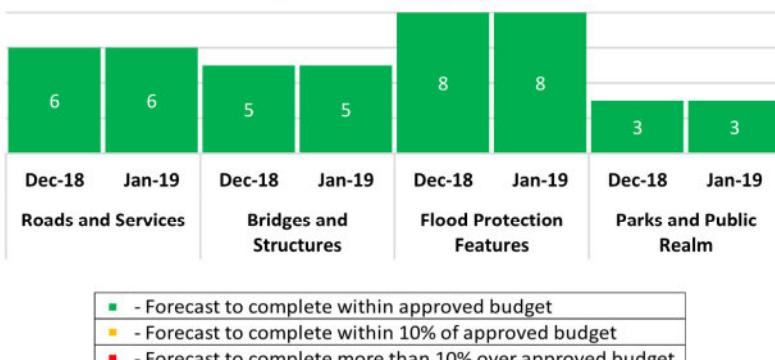
Project Name	Due-Diligence Budget (\$M)	Approved Changes (\$M)	Approved Budget (\$M)	Total Commitments (\$M)	Anticipated Commitments	Estimate At Completion (\$M)	Variance to Approved Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18.00	\$ 8.00	\$ 26.00	\$ 4.13	\$ 21.87	\$ 26.00	\$ -	\$ 0.90	3%
Commissioners St. East to Saultier St.	7.00	(1.35)	5.65	1.15	4.50	5.65	-	0.34	6%
Cherry Street Re-alignment	22.00	14.26	36.26	6.45	29.81	36.26	-	2.82	8%
Don Roadway North	7.00	9.82	16.82	1.64	15.18	16.82	-	0.57	3%
Hydro One Integration	12.00	(3.63)	8.37	1.98	6.39	8.37	-	0.35	4%
Site Wide Municipal Infrastructure	102.00	(22.54)	79.46	13.83	65.63	79.46	-	3.75	5%
Cherry Keating-Cherry Street Bridge North	55.00	(14.99)	40.01	8.22	31.79	40.01	-	3.44	9%
Cherry Polson-Cherry Street Bridge South	42.00	(3.63)	38.37	10.02	28.35	38.37	-	4.31	11%
Commissioners Street Bridge/Don Roadway	43.00	5.30	48.30	8.31	39.99	48.30	-	3.23	7%
Lakeshore Road & Rail Bridge Modifications	19.00	41.46	60.46	3.98	56.48	60.46	-	1.25	2%
Old Cherry St. Bridge Demolition	4.00	(0.38)	3.62	0.83	2.79	3.62	-	0.16	4%
River Valley System & Don Greenway	486.00	49.21	535.21	97.39	437.82	535.21	-	28.51	5%
Keating Channel Modifications	35.00	(7.54)	27.46	5.41	22.05	27.46	-	1.08	4%
Polson Slip North Side Naturalization	60.00	(10.76)	49.24	10.24	39.00	49.24	-	2.55	5%
Don Roadway Valley Wall Feature	27.00	(5.62)	21.38	5.90	15.48	21.38	-	1.32	6%
Eastern Avenue Flood Protection	5.00	(0.64)	4.36	0.97	3.39	4.36	-	0.22	5%
East Harbour Flood Protection	5.00	(4.10)	0.90	-	0.90	0.90	-	-	0%
Flow Control Weirs	38.00	(16.22)	21.78	5.62	16.16	21.78	-	0.98	4%
Sediment and Debris Management Area	78.00	(18.97)	59.03	13.69	45.34	59.03	-	2.54	4%
Villiers Island Grading	28.00	(16.07)	11.93	2.60	9.33	11.93	-	0.87	7%
River Park North	23.00	(1.27)	21.73	5.43	16.30	21.73	-	1.99	9%
River Park South	27.00	(8.53)	18.47	5.87	12.60	18.47	-	2.06	11%
Promontory Park South	42.00	8.21	50.21	5.31	44.90	50.21	-	3.10	6%
Cumulative	\$ 1,185.00	\$ -	\$ 1,185.00	\$ 218.99	\$ 966.03	\$ 1,185.00	\$ -	\$ 66.34	6%

PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM BUDGET STATUS

Budget Status - by Segment

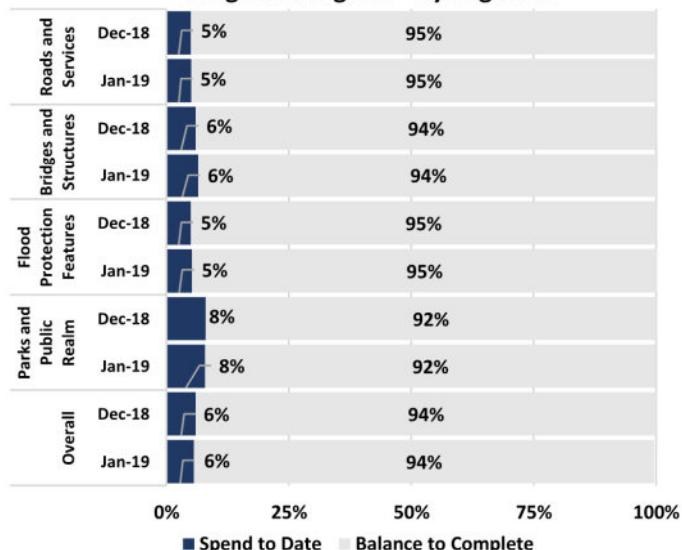


Project Name	Status
BUDGET STATUS	
Roads and Services	●
Commissioners St. West to New Cherry St.	●
Commissioners St. East to Saultier St.	●
Cherry Street Re-alignment	●
Don Roadway North	●
Hydro One Integration	●
Site Wide Municipal Infrastructure	●
Bridges and Structures	●
Cherry Keating-Cherry Street Bridge North	●
Cherry Polson-Cherry Street Bridge South	●
Commissioners Street Bridge	●
Old Cherry St Bridge Demolition	●
Lakeshore Road & Rail Bridge Modifications	●
Flood Protection Features	●
River Valley System & Don Greenway	●
Keating Channel Modifications	●
Polson Slip North Side Naturalization	●
Don Roadway Valley Wall Feature	●
Eastern Avenue Flood Protection	●
Flow Control Weirs	●
Sediment and Debris Management Area	●
Villiers Island Grading	●
Parks and Public Realm	●
River Park North	●
River Park South	●
Promontory Park South	●
Cumulative	●

Commitments and Balance to Complete (\$ Millions)

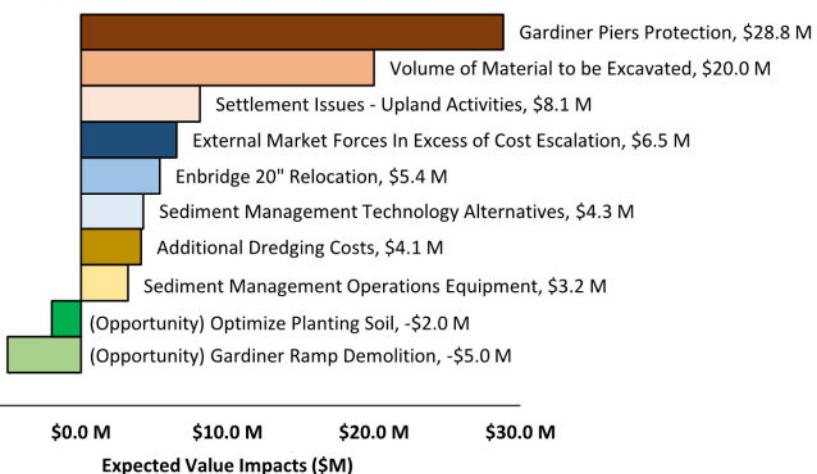


Program Progress - by Segment



KEY BUDGET RISKS & IMPACTS

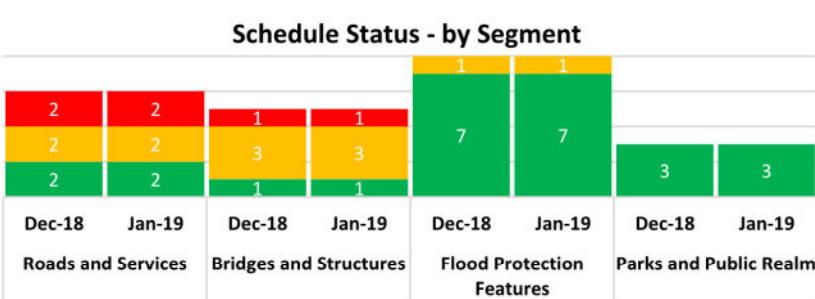
Top Risks Impacting Project Cost



PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

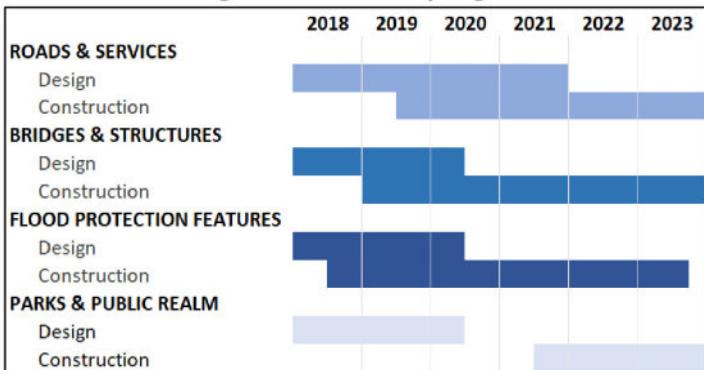
PROGRAM SCHEDULE STATUS



- - On Schedule/0-1 months behind schedule
- - 1-6 months behind schedule
- - 6+ months behind schedule

Project Name	Status
SCHEDULE STATUS	
Roads and Services	■
Commissioners St. West to New Cherry St.	■
Commissioners St. East to Saultier St.	■
Cherry Street Re-alignment	■
Don Roadway North	■
Hydro One Integration	■
Site Wide Municipal Infrastructure	■
Bridges and Structures	
Cherry Keating-Cherry Street Bridge North	■
Cherry Polson-Cherry Street Bridge South	■
Commissioners Street Bridge	■
Old Cherry St Bridge Demolition	■
Lakeshore Road & Rail Bridge Modifications	■
Flood Protection Features	
River Valley System & Don Greenway	■
Keating Channel Modifications	■
Polson Slip North Side Naturalization	■
Don Roadway Valley Wall Feature	■
Eastern Avenue Flood Protection	■
Flow Control Weirs	■
Sediment and Debris Management Area	■
Villiers Island Grading	■
Parks and Public Realm	
River Park South	■
Promontory Park South	■
Cumulative	■

Program Timeline - by Segment



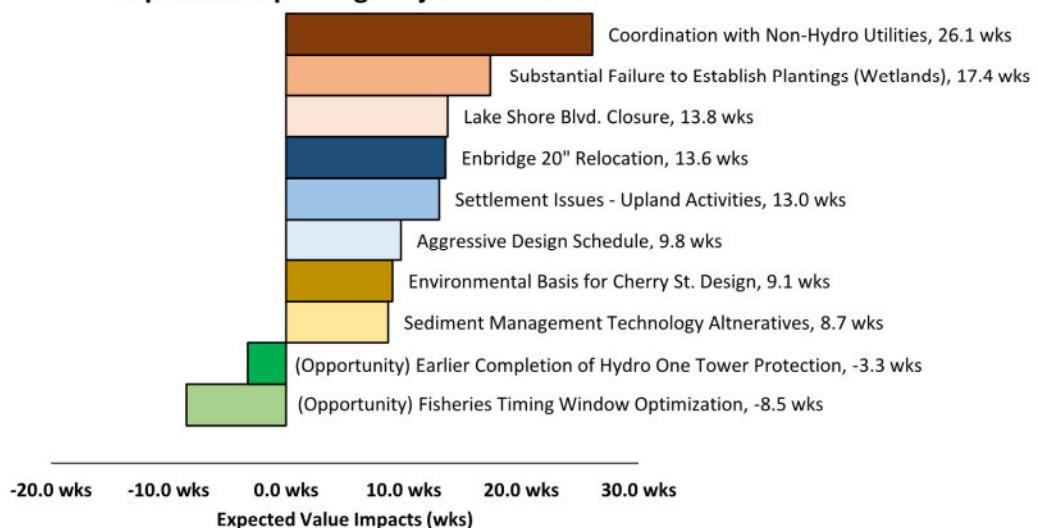
*Based on July 2018 program schedule which has not been updated to reflect 30% budget update.

Key Communications Milestones

Excavation Begins	January-19
Drop-In Centre Reopens	April-19
Public Meeting #3	June-19
Cherry Street Bridge North Begins	June-19
Commissioners Street Road Closes	October-19

KEY SCHEDULE RISKS & IMPACTS

Top Risks Impacting Project Schedule



PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM PROGRESS - KEY TASKS

Key Tasks To be Completed in Next 6 Months	January	February	March to May	June to August
	Completion	Completion	Completion	Completion
■ Completion Date ■ Delayed From Last Report ■ Original Date				
Permits/Design Approvals to be Secured				
MOECP: Permit to Take Water (PTTW) - Keating Channel (Cherry St Re-alignment)	✓			
TRCA: Approval of Cherry Bridge N	✓			
COT: Approval of Cherry St Design	90% Design			
DFO/COT: Permit for Cherry N Bridge and Bridge Demolition	✓		✓	
TRCA: Approval of New Cherry St	✓		✓	
Transport Canada: Approval of Cherry Bridge N, Keating Channel and Polson Slip	✓			
Contracts to be Secured				
Bridges: Steel Structure Fabrication & Erection	✓			
Cherry Bridge N: Deep Foundation	✓		✓	
Promontory Park: Earthworks		✓		
Parks: Playground Design and Fabrication		✓		
Cherry St Road Construction: North of Keating			✓	
Program: Dewatering and Water Treatment System			✓	
Design Phase Status				
Cherry St Re-alignment (Civil, Wet Utilities, Landscaping and Finishes)		100% Design	100% Design	
Water Treatment System & Baffle		100% Design		
All Bridges & Old Cherry St Demolition			100% Design	
Soil Management Operations			100% Design	
River Valley System & Don Greenway				100% Design
Cherry St South Bridge & Old Cherry St Bridge Demolition				100% Design
Construction Completion				
River Valley Shallow Excavation & Pilot Testing			✓	
Geo/Environmental Boring Data			✓	
Cherry St Road Work (Construction Start)			✓	
Dewatering and Water Treatment Plant Implementation				✓
Cherry St North Bridge (Construction Start)			✓	

INDIGENOUS CONSULTATION

Completed To Date

- Mississaugas of the Credit First Nation (MCFN) Field Liaison Representative (FLR) Agreement signed by Waterfront Toronto
- MCFN FLR's participated in fish monitoring and salvage activities with TRCA in November
- Communications continue between Waterfront Toronto and Department of Consultation and Accommodation at MCFN
- [REDACTED] of the MCFN attended and spoke at the Port Lands Ground Breaking Ceremony on November 28th

Next Steps

- Waterfront Toronto and MCFN are continuing discussions on Draft MOU

SITE PHOTOS



Figure 1
Investigation of Atlas Crane Foundation



Figure 2
Investigation of Atlas Crane Condition



Figure 3
Keating Channel Dock Wall Inspection



Figure 4
Asphalt Stripping



Figure 5
51-56 Commissioners Shallow Excavation



Figure 6
51-56 Commissioners Shallow Excavation

Draft for TWG comment

Toronto Waterfront Revitalization Initiative Intergovernmental Steering Committee Meeting Minutes

November 13, 2018
2:30 to 4:30PM

Federal Representatives:

Kelly Gillis (chair), Glenn Campbell, Shawn Tippins, (via teleconference: Marie-Pier Nassif, Erin Coffin, Shainah MacFarlane)

Provincial Representatives:

Adam Redish, Wendy Ren

City of Toronto Representatives:

Chris Murray, Lou Di Gironimo, David Stonehouse, Gwen McIntosh, Brett Howell

Waterfront Toronto Representatives:

Michael Nobrega, David Kusturin, Lisa Taylor, Meg Davis, Edward Chalupka, Kristina Verner, Kevin Greene, Marissa Piatelli, Cameron MacKay

ITEMS DISCUSSED	
1.	Welcome and Introductions <ul style="list-style-type: none">• Roundtable introductions were held
2.	Approval of Meeting Minutes <ul style="list-style-type: none">• The September 6th IGSC meeting minutes were approved.
3.	Quayside <ul style="list-style-type: none">• <i>Approach to evaluating the MIDP (MIDP overview)</i><ul style="list-style-type: none">• Meg Davis opened the Quayside discussion and turned to Kevin Greene to provide an overview of the expected component parts of MIDP, which is to be structured in three volumes consisting of:<ul style="list-style-type: none">○ Development projects at three scales,○ Innovation ideas by pillar area; and○ Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, Implementation.• WT noted that no discussion of scale had yet been had with Sidewalk, nor did they have a full view of what Sidewalk would be sharing in this regard. WT also noted that the Business case was still the least developed of the three MIDP volumes.• A timeline for the release of the MIDP for WT/governments' review and subsequent public consultation was included as part of the overview presentation, indicating tentative dates for WT review (mid-Dec 2018), governments' review (end-Jan 2019), and public Consultation (end-March 2019). WT noted the importance of a 'blackout period' on communications between Sidewalk and the three orders of government after it has submitted the MIDP for review/evaluation.

Draft for TWG comment

ITEMS DISCUSSED	
<ul style="list-style-type: none"> • <i>(MIDP Evaluation Framework)</i> • <i>Dashboard; timeline & milestones</i> • <i>Digital Strategy Advisory Panel (DSAP)</i> <ul style="list-style-type: none"> ○ <i>Activities and way forward</i> 	<ul style="list-style-type: none"> • The overview also included a preliminary listing by Sidewalk of potential legislative and regulatory areas that could be implicated by each of the pillar areas. • Kevin Greene also presented on the MIDP evaluation framework, noting WT goals and objectives, MIDP implementation requirements (must do's) and targets and desired outcomes for each MIDP pillar area. • [REDACTED] • [REDACTED] • WT presented the MIDP Dashboard, features of which were also covered as part of the earlier MIDP Overview/Evaluation Framework discussion. WT elaborated on the risk indicators in the dashboard and discussed feedback provided by the government partners on an earlier draft. Government partners emphasized the importance of including in the dashboard an indication of the mitigation going forward for identified risks. • Government partners asked about the effect of shifting timelines/schedule on the Quayside project budget - how committed values may be changing a result, and what the impact may be on resources for both WT and Sidewalk. WT elaborated on this point and also referenced the terms and conditions outlined in the Plan Development Agreement regarding Sidewalk's \$50 million funding commitment to develop the MIDP. • Kristina Verner briefed on the digital governance issues being discussed by the DSAP. These included Privacy; Data Residency; Data Ownership & Intellectual Property; and Policy Frameworks. She also elaborated on Privacy by Design and De-identification at Source.

Draft for TWG comment

	ITEMS DISCUSSED	
	<ul style="list-style-type: none"> • Communications Strategy 	<ul style="list-style-type: none"> • WT previewed discussion items for the December 13th DSAP meeting, which would include presentations from Sidewalk on technology use cases and solutions being prototyped and considered for possible inclusion as part of the MIDP. • Government partners noted the importance of having experts express views and thoughts on the integrity of Sidewalk proposals being considered by the DSAP. • WT also previewed the first in a series of upcoming DSAP-related events, including the November 23rd Civic Lab event and Nov 27th MaRS Data Trust Workshop. Government partners noted that they would be represented at these events. The IGSC agreed on the importance of incorporating and transparently reflecting feedback from these events as part of the MIDP process. • Cameron MacKay presented on WT's Quayside Communications Plan and provided an update on WT Public Engagement Efforts. • Government partners expressed their appreciation for the presentation and noted the importance of shifting communication and public engagement efforts from a reactive to a proactive posture, as well as leveraging a range of approaches that could be useful in clarifying the debate around the Quayside project. • Government partners further noted the need to better define and assure the public of the engagement process for the Quayside project.
4.	Port Lands Flood Protection Project (PLFP) Update	<ul style="list-style-type: none"> • David Kusturin presented on the Port Lands project update and spoke to the project dashboard tabled by WT. • WT registered that PLFP remains on budget within overall envelope. • Discussion included enquiries about BTY Consulting and their quarterly reports on adequacy, appropriateness of project processes, with the last report confirmed they are following best practices; confirming amounts paid and still owing from Canada for PLFP invoicing from WT; and, encouraging WT to seize opportunities to showcase Port Lands progress and successes.
5.	Waterfront Toronto 5-year Strategic Plan	<ul style="list-style-type: none"> • Marissa Piatelli presented on WT's 5-year Strategic Plan, and indicated how it addressed comments received to date from government partners. • Adjustments made to the latest version of the draft strengthened language on accountability and moved away from references to any policy, governance or financial 'asks,' opting instead to pursue such matters with the three orders of government through other mechanisms, as appropriate.

Draft for TWG comment

	ITEMS DISCUSSED	
		<ul style="list-style-type: none"> • Government partners expressed a desire for the 5-year plan to reflect some of the emerging themes likely to stem from the work of the Ontario Auditor General. • The City noted that it would follow up with written comments on the draft and further noted that it would be important to socialize the ideas contained in the 5-year plan with stakeholders and City divisions. • By way of next steps WT indicated that a final draft would be submitted to the Board of Directors for approval at its next meeting on December 6th. Once approved, reference copies would be circulated to the government partners.
6.	WT Financial Update <ul style="list-style-type: none"> • <i>Provincial AG Audit Update</i> 	<ul style="list-style-type: none"> • (Note that it had been decided beforehand that the financial update would be deferred to the next IGSC as a full quarter had not yet passed since the last financial update had been tabled.) • WT presented on its intended communications approach for responding to the anticipated report of the Ontario Auditor General's Value-for-Money audit of the corporation, which is expected to be released in early December. • WT indicated that it continued to cooperate with and assist the AG's office by reviewing drafts and providing/seeking points of clarification on a number of matters and details. • The IGSC agreed on the need to coordinate on communications after the release of the AG report and expressed a collective desire to work together on responding to the AG report's recommendations.
7.	In Camera	<ul style="list-style-type: none"> • An In-Camera session was held by the Government partners.

March 22, 2019

Port Lands Flood Protection Program Update

Intergovernmental Steering Committee

Progress on Site – Commissioners Street Shallow Excavation



Progress on Site – Investigation of Atlas Crane Foundation

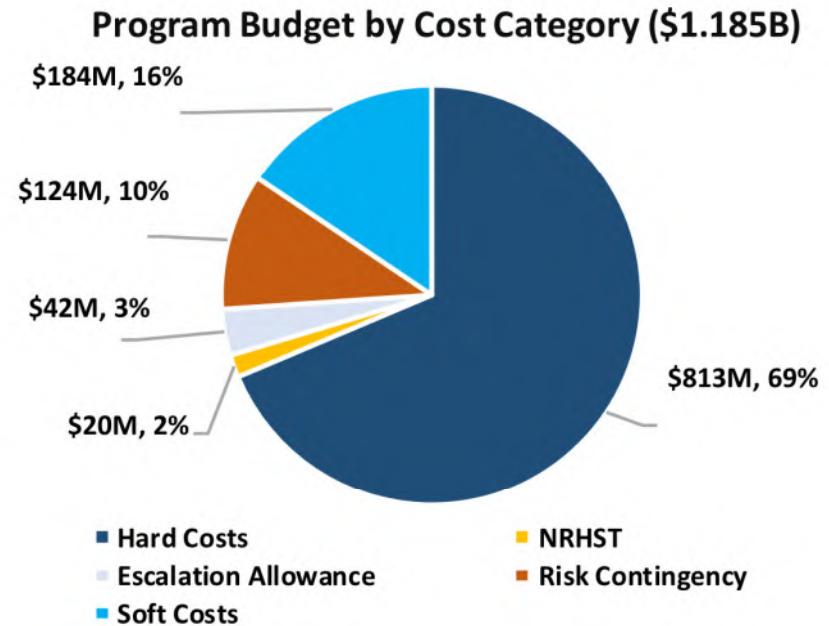
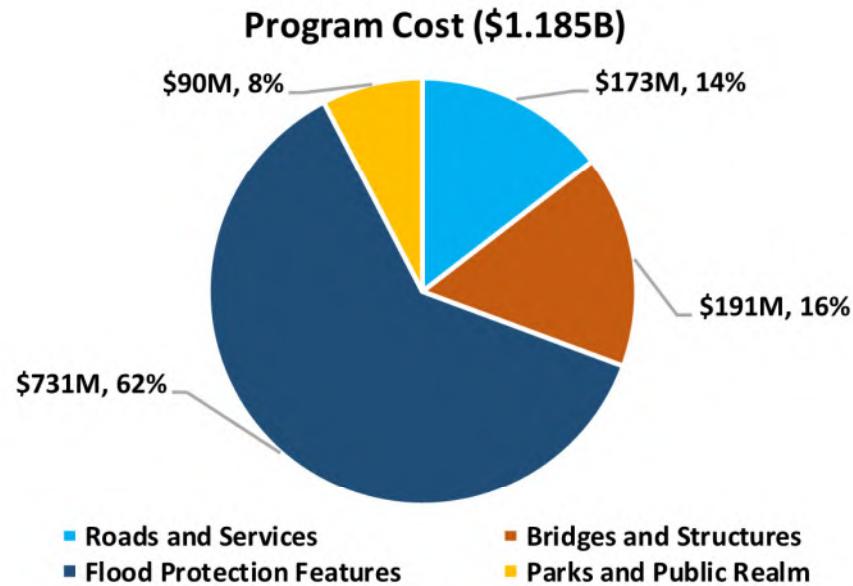


Progress on Site – Keating Channel Dockwall Inspection



Program Budget Allocation (30% design estimates)

- As part of 30% budget update, individual project budgets were rebaselined within the approved program budget of \$1.185B.



Financial Summary – as of January 31, 2019

Project Name	Due-Diligence Budget (\$M)	Approved Changes (\$M)	Approved Budget (\$M)	Total Commitments (\$M)	Anticipated Commitments	Estimate At Completion (\$M)	Variance to Approved Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
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Site Wide Municipal Infrastructure	102.00	(22.54)	79.46	13.83	65.63	79.46	-	3.75	5%
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Polson Slip North Side Naturalization	60.00	(10.76)	49.24	10.24	39.00	49.24	-	2.55	5%
Don Roadway Valley Wall Feature	27.00	(5.62)	21.38	5.90	15.48	21.38	-	1.32	6%
Eastern Avenue Flood Protection	5.00	(0.64)	4.36	0.97	3.39	4.36	-	0.22	5%
East Harbour Flood Protection	5.00	(4.10)	0.90	-	0.90	0.90	-	-	0%
Flow Control Weirs	38.00	(16.22)	21.78	5.62	16.16	21.78	-	0.98	4%
Sediment and Debris Management Area	78.00	(18.97)	59.03	13.69	45.34	59.03	-	2.54	4%
Villiers Island Grading	28.00	(16.07)	11.93	2.60	9.33	11.93	-	0.87	7%
River Park North	23.00	(1.27)	21.73	5.43	16.30	21.73	-	1.99	9%
River Park South	27.00	(8.53)	18.47	5.87	12.60	18.47	-	2.06	11%
Promontory Park South	42.00	8.21	50.21	5.31	44.90	50.21	-	3.10	6%
Cumulative	\$ 1,185.00	\$ -	\$ 1,185.00	\$ 218.99	\$ 966.03	\$ 1,185.00	\$ -	\$ 66.34	6%

Contingency Utilization

Change in Total Program Contingency	Balance (\$M)	Date:
Opening Balance (Due Diligence Report)*	\$164.0M	
Less: Initial Soft Cost Contingency draw	(\$7.7M)	Approved by ESC on March 20, 2018
Less: Additional Total Contingency draw at 30%	(\$32.3M)	Noted by ESC on November 21, 2018
Less: TPLC Studio Accommodation	(\$5.0M)	Approved by ESC on February 20, 2018
Less: Sediment Management Area alternative design	(\$14.5M)	Noted by ESC on November 21, 2018
Unallocated Contingency Balance <small>* Excludes Cherry Street Lakefilling Project.</small>	\$104.5M	

- Note that risks related to TPLC Studio Accommodation and Sediment Management Area were taken into account when the overall contingency amount was reset at 30%.
- Since the 30% budget update, the risk related to TPLC Studio Accommodation has materialized and \$5M has been committed.
- Waterfront Toronto has not yet made any commitments to fund the Sediment Management Area risk noted above.

|

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Work Completed in Q3 2018-19

- Revised budgets have been developed for the 23 projects within the PLFP based on the 30% design cost estimates and the design optimization as part of the review of the 30% design submissions.
- Contracts for the preliminary earthworks (shallow excavation), site clearing, and demolition were awarded; pilot testing to confirm construction methods for the river valley began.
- The project team continued collaboration with City staff to coordinate projects related to the Lakeshore Rail and Road Bridge modifications, Gardiner ramp structures and the sediment management basin.
- The Enbridge Gas Company and Toronto Hydro were engaged to facilitate the timely relocation of gas mains and electrical conduits.
- Applications for approvals from Transport Canada, Toronto Region Conservation Authority and the Permit to take Water from the Ministry of the Environment, Conservation and Parks were submitted.
- Waterfront Toronto continued to engage with First Nations groups and Project team members continued to update Indigenous communities and seek input as directed by the Crown.

Work Planned for Q4 2018-19

Flood Protection

- Preliminary earthworks (shallow excavation), site clearing, and demolition is underway. Construction methods for the river valley reassessed; Design of cut-off walls for 51 and 63 Commissioners advanced to 100%, procurement completed March. Remaining river valley barrier wall and floor to advance to 60% end of Q4
- Optimize dewatering requirements to reduce costs associated with the implementation of dewatering and associated treatment of the dewatering discharges to the lake. Procurement to close end of Q4.
- Permit to Take Water received January 2019
- WT staff and the project team are working with the Ministry of the Environment Conservation and Parks to secure the necessary approvals to initiate the soil movement and management activities.

Roads and Services

- The 90% design and construction cost estimate has been completion for the Cherry Street Realignment project; work on 60% design is underway on Commissioners Street West to New Cherry Street, Commissioners Street East to Sault Ste. Marie Street, Don Roadway North, and the Site wide Municipal Infrastructure.
- WT staff are in discussions with Toronto Hydro, Enbridge and other Utilities to negotiate and confirm cost sharing principles associated with the relocation of existing utilities and the implementation of new utilities.
- Discussions are underway with Hydro One to confirm the approach to the design and construction of the relocation of the towers.

Work Planned for Q4 2018-19 (cont.)

Bridges and Marine Works

- Procurement for the supply and fabrication of the steel for the three new bridges, February, 2019.
- Procurement for Cherry Street Bridge North Foundations, March 2019
- Progressing to 90% design on Cherry Street South and Commissioners Street bridges
- Options are being assessed in relation to the Lakeshore Road and Rail Bridge modifications with on-going discussions with the City of Toronto to coordinate with other City projects.
- Approvals from Transport Canada in relation to the Navigable Waters Act for the Cherry Street North Bridge and old Cherry Street Bridge demolition.

Parks and Public Realm

- 60% design is underway and will be completed for all parks in Mid-2019.
- The design team is working with TRCA and the City of Toronto to optimize the parks and public realm design to meet budget constraints and future operational requirements.

Engagement with MCFN

- MCFN are generally satisfied with engagement efforts to date
- Field Liaison Representative agreement for both Cherry Street Lakefilling (CSLF) and PLFP executed with MCFN
- Providing frequent and involved input and participation in design and construction inspections greatly reduces the risk of project disruption
- MCFN are interested in additional economic development opportunities as it relates to the broader Port Lands revitalization framework. This will need to be explored more fully over the coming months/years.
- Notifications to other Indigenous Communities with an interest in the PLFP are being released at key milestones.

Communications and Public Engagement



Shallow excavation

- Construction – Cherry Street Bridge North
- Deep excavation
- CSLF Completion
- Commissioners Street closed

MARCH	APRIL	MAY	JUNE	JULY/AUGUST	SEPTEMBER
<ul style="list-style-type: none"> • Port Lands 2024 campaign rollout • In-classroom workshops with TDSB students • Construction Liaison Committee meeting #6 • Informal consultation at external events 	<ul style="list-style-type: none"> • Engage Photographer of Record • Consultation with focus groups 	<ul style="list-style-type: none"> • Viewing platform installed on site • Multimedia content for education and awareness • Construction Liaison Committee meeting #8 • Informal consultation at external events 	<ul style="list-style-type: none"> • Public Information Centre 	<ul style="list-style-type: none"> • Video content – construction milestone • Stakeholder Advisory Committee meeting #5 • Construction Liaison Committee meeting #10 • Informal consultations at external events 	<ul style="list-style-type: none"> • Community event (timing TBC) • Traffic impacts communicated in coordination with City staff

Thank you.

info@waterfronttoronto.ca

Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfronttoronto.ca

Join Waterfront Toronto on social media



Waterfront Toronto Financial Update

Inter-Governmental Steering Committee Meeting

March 22, 2019

Lisa Taylor, CFO



WATERFRONToronto

Financial Update Agenda



1. Rolling Five Year Strategic Plan (2019/20 – 2023/24)
2. 2018/19 Corporate Plan Performance
3. Waterfront Toronto Portfolio Dashboard
4. Liquidity/ Borrowing Update
5. Extension of Borrowing Consent
6. Other Relevant Updates:
 - 2018 Office of the Auditor General of Ontario (OAG) Value for Money (VFM) Audit
 - Enterprise Resources Planning (ERP) System Implementation
 - Audit environment
 - Annual Financial Statements
 - Risk Appetite Statement

1. Rolling Five Year Strategic Plan (2019/20 - 2023/24) (the Plan)



- Unanimously approved by the Board on Dec 6, 2018 and circulated to government shareholders on Dec 20, 2018;
- Includes both the one (\$325M) and five year financial (\$1.5B) projections (as required by the TWRC Act);
- The intent is to update it on an annual basis, to accommodate changes in projects and activities (hence “rolling”);
- Shared development of Plan based on insightful feedback, direction and input from management, Board and governments.



Refer Appendix 1 for full Plan.

“A strategic plan should build on the successes of the existing business model but incorporate forward looking initiatives to expand the model’s ‘aspirational reach’, on a risk adjusted basis.” [WT Interim CEO, Michael Nobrega]

1. Rolling Five Year Strategic Plan (2019/20 - 2023/24) (the Plan) (continued)



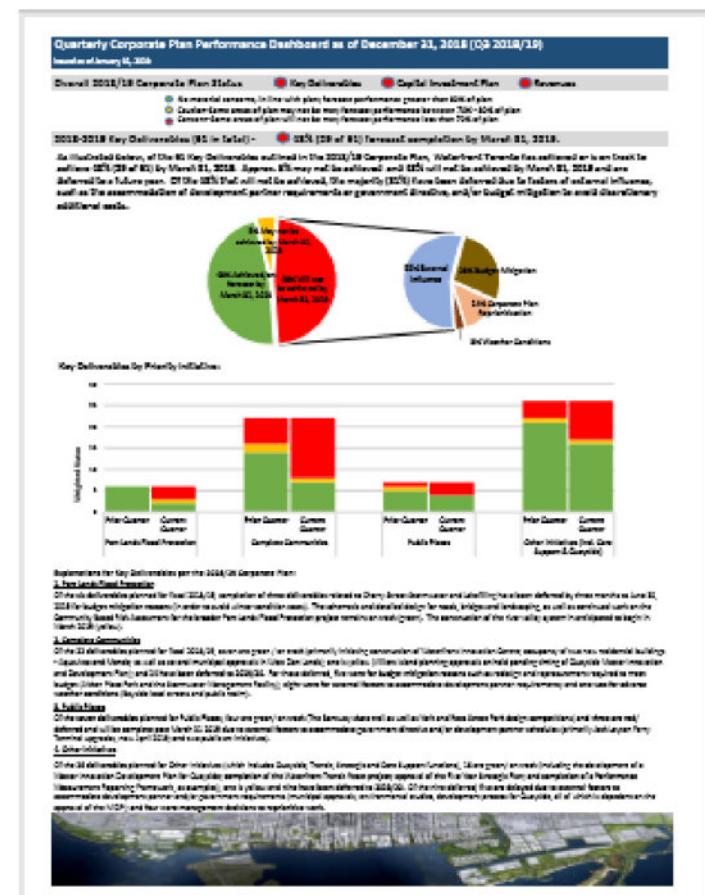
The three principal goals of the Plan are:

1. Successfully complete the existing pipeline of projects (the “Priority Projects”) - \$1.3B (funded)
 - These include the Port Lands Flood Protection Project and the (80+) complete communities and public realm projects and the (20+) near term development projects;
2. Evaluating and engaging the public on the conceptual development of the next generation smart community, with Sidewalk Labs as the innovation partner (“Next Generation Community”) - \$10M (funded); and
3. Expanding the existing project pipeline to include projects that would elevate the quality of the experience on the waterfront to rival that of other great waterfront cities around the globe (the “Signature Projects”) - \$206M (unfunded).

2. 2018/19 Corporate Plan Performance



- Progress of the fiscal year Corporate Plan is monitored and formally reported to Waterfront Toronto's Finance, Audit and Risk Management Committee (FARM) and Board on a quarterly basis.
- The third quarter report on the 2018/19 Corporate Plan in new two page dashboard format was provided on Feb 28, 2019 and Mar 21, 2019, to FARM and Board respectively (copy attached).
- Overall, the 2018/19 Corporate Plan (approved in December, 2017) Key Deliverables, Capital Investment Plan and Revenues are tracking at greater than 30% behind plan due largely to external or budget mitigation factors requiring deferral of certain items to the next fiscal year.
- None of these deferrals place the Corporation at risk of non-compliance with key contracts nor pose an overall budget risk.
- While behind plan, forecast 2018/19 financial activity is significantly greater (100+) than fiscal 2017/18.

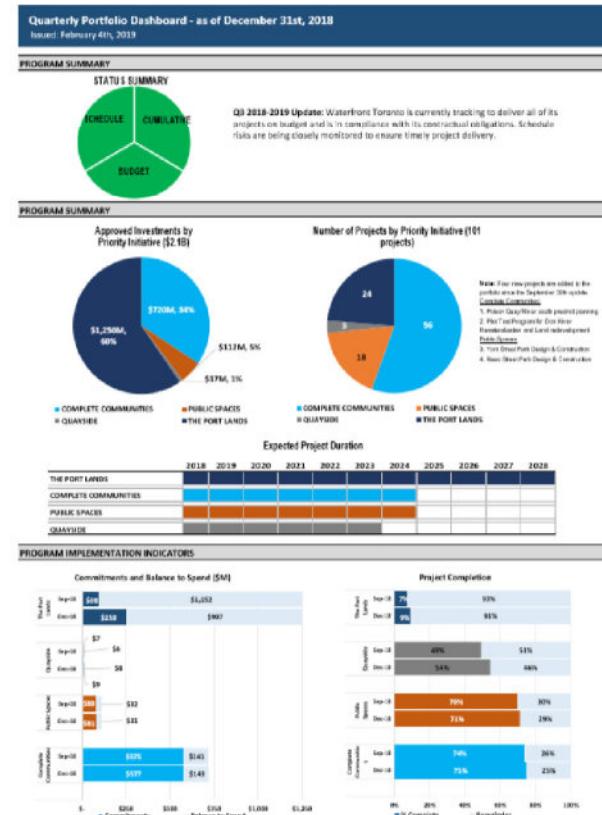


Refer Appendix 2 for 2018/19 Corporate Plan Performance Dashboard.

3. Program Portfolio Dashboard



- Program Portfolio Dashboard monitors the progress and achievement of project budgets and schedules approved by the Board of Directors.
- Waterfront Toronto is tracking to deliver all projects in the capital portfolio in accordance with the contractual budget and schedule obligations.
- In particular, the Port Lands Flood Protection project is on budget and on schedule:
 - March 31, 2024 substantial completion date; and
 - \$1.185 billion project budget.



There have been no changes to the project scope.

4. Liquidity/ Borrowing Update



Current Situation - CAUTION

- Early 2019 saw lowest cash reserves in two years (<\$20 million);
- Port Lands Flood Protection project had negative working capital (vs. forecast of \$50 million);
- If it were not for WTs cash reserves for other projects and the fact WT has arranged to pool bank accounts to maximize interest income/minimize interest charges, WT would be in a borrowing situation for the Port Lands and incurring interest charges.
- Current situation is expected to reverse within the next 30 days.

Medium Term Outlook - CAUTION:

- While based on current assumptions about timing and amount of cash flows Waterfront Toronto is forecasting that it will not have to borrow in the next 36 months, any material change in those assumptions will result in a borrowing situation by January 2020 for a period of at least 12-18 months.

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5. Extension of Borrowing Consent

- Existing Tri-Government Borrowing Consent for \$40 million expires March 31, 2020;
- Waterfront Toronto plans a formal request to governments to extend its existing five year borrowing consent for another five years to March 31, 2025 (end of PLFP);
- Business case for extension is premised on four elements:
 1. Fiscal Prudence – No Holding Cost for Credit Facility
 2. No Recourse to Governments – Lender bears 100% of Credit Risk Secured Against WT-owned property
 3. Bridge Finance Projects – Maintain Operations When Cash is Temporarily Low;
 4. Comply with project specific Letter of Credit Obligations
- Tentative Timeline:

Action Item	Responsibility	Timeline
• Waterfront Toronto submit business case to governments;	WT	April 2019
• Tri-Government Due Diligence period	Governments	April – July 2019
• Review Credit Facility Terms	WT	August 2019
• Tri-Government Consent Approval	Governments	September 2019
• Board Resolution	WT	October 2019

6. Other Relevant Updates

1. 2018 Office of the Auditor General of Ontario (OAG) Value for Money (VFM) Audit
 - OAG VFM audit report (Report) issued on December 6, 2018;
 - Culmination of a year-long review of Waterfront Toronto by the OAG, covering the period of the Corporation's entire 17-year existence; 5,000 staff hours of time;
 - The OAG Report provided 10 recommendations, six addressed to Waterfront Toronto and four to the Ontario Ministry of Infrastructure;
 - Waterfront Toronto has implemented or is in the process of implementing all six recommendations and their sub-activities;
 - All WT recommendations are expected to be fully implemented by March 31, 2019;
 - A full report, including the joint workplan with Ontario MOI, will be shared at the next IGSC meeting.
2. Enterprise Resources Planning (ERP) System Implementation
 - In September 2018 we encountered a complex technical issue that required a software fix by Microsoft;
 - The decision was made to delay the go-live date to allow sufficient testing of the fix and to coincide with the start of our fiscal year;
 - We are currently on track for an April 1, 2019 go-live date.

6. Other Relevant Updates (cont.)

3. Audit Environment – four audits underway

The following are current/ upcoming audits:

- Internal audit – Corporate Governance (March – April, 2019);
- Government audits (2): ERP Implementation (March 2018 – April 2019); and Financial planning and reporting processes re: Provincial Consolidation (April – June 2019);
- External audit – year end financial statements (April – May 2019).

4. Annual Audited Financial Statements

- March 31, 2019 annual audited financial statements anticipated to be approved by the Board on June 28, 2019 and submitted to governments no later than June 30, 2019.

5. Risk Appetite Statement

- In line with best practice, Waterfront Toronto has recently developed a Risk Appetite Statement to strengthen the Corporation's Enterprise Risk Management Framework, support Board oversight and provide high-level guidance to management on acceptable risk taking.
- The Risk Appetite Statement will be presented for Board approval on March 21, 2019.

Appendix 1

Rolling Five Year Strategic Plan (2019/20 – 2023/24)

Appendix 2

2018/19 Corporate Plan Performance Dashboard – December 31, 2018



Appendix 3

Program Portfolio Dashboard – December 31, 2018

Join Us



<https://www.youtube.com/user/WaterfrontToronto>



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Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8

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WATERFRONTORONTO

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Timeline of the Canadian Civil Liberties Association (CCLA) legal action regarding the Quayside Project

The Open Letter

- CCLA sent an open letter, dated March 5, 2019, threatening legal action against Waterfront Toronto and the three orders of government if they did not put a halt to the Quayside/Sidewalk Labs project, and calling on governments to first legislate protections from “surveillance capitalism”.
- Minister Champagne responded on behalf of the federal government in correspondence dated April 15th, which was subsequently posted on the CCLA’s website. (See both letters attached)

The Notice of Application

- On April 16th CCLA filed its Notice of Application (NOA) for Judicial Review in the Ontario Superior Court of Justice, naming Waterfront and all three orders of government.
- The suit seeks to nullify Sidewalk' partnership agreement with Waterfront, alleging the local development organization does not have the authority to create a digital governance policy for the Quayside project.
- The suit also makes numerous arguments centered on the *Charter of Rights and Freedoms*, alleging that the collection of personal data infringes on a host of civil liberties.

Media Statements/Coverage

- Following the NOA filing, Waterfront, INFC, the Province, and the City provided media statements:
 - Waterfront said since it had not yet received Sidewalk Labs' master plan for Quayside, it could not assess the claims in the association's suit.
 - A spokesperson for federal Infrastructure Minister Francois-Philippe Champagne also emphasized the lack of a concrete proposal, adding the government was committed to seeing the Quayside project unfold in "an ethical and accountable fashion."
 - The Ontario government said it would be inappropriate to comment on the legal action.
- Media coverage at the time of the filing was largely factual. The Globe & Mail ran one opinion piece asserting that the lawsuit was "reaching."

Executive Committee of Toronto City Council

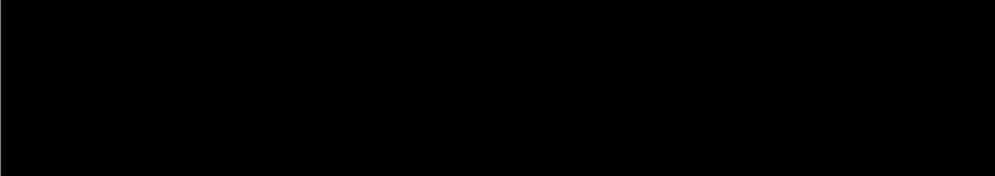
- In its June 5th (written) submission to Toronto City Council Executive Committee, the CCLA drew attention to the Application Records, including multiple Affidavits and reports from

independent experts assessing the project proposals, believing the documents relevant to the Executive Committee.

CCLA on the release of the Draft MIDP

- The CCLA made comments in the media upon release of the Draft MIDP. Speaking generally, Brenda McPhail, the CCLA's director of the privacy, technology and surveillance project, said proposed oversight (through the Urban Data Trust) doesn't guarantee consumer protection:
- "It is a sexy new name for the same old thing, which is information about you and I and every other person who moves through that neighborhood," McPhail said.
- Any outcome, she noted, rests on yet-to-be-mapped-out technology and the ways it could be embedded throughout the community. One example would be sensors capable of facial recognition, she said.
- "The kind of behavioral data you could get if you followed somebody around would potentially be the kind of data collected and integrated," McPhail said.
- What is also of concern, McPhail said, is the proposed governance system meant to protect the data has not been tested, as there is no functional equivalent to the model they are proposing.
- "That doesn't mean it is a bad idea, it means it is an untested idea," said McPhail, adding do we put our faith in that untested idea "when the cost of its failure would be a profound invasion of privacy for everybody who moves through that neighborhood."

Waterfront Toronto Response: Current Status



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OPEN LETTER

March 5, 2019

The Rt. Hon. Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6

The Hon. Doug Ford
Premier of Ontario
Legislative Building,
Toronto, ON M7A 1A1

His Worship John Tory
Mayor of Toronto
100 Queen St W,
Toronto, ON M5H 2N2

RE: Waterfront Toronto Reset

Dear Prime Minister, Premier and Mayor,

We are writing to you about the Smart City initiative for the Toronto Eastern Waterfront, the Quayside Sidewalk Toronto project. The Canadian Civil Liberties Association (“**CCLA**”) believes that your decisions and activities, through Waterfront Toronto¹ and otherwise, are unconstitutional and contrary to statute, common law and administrative law. We respectfully submit that it’s time for a reset of this project. Hit CTRL-ALT-DELETE on Sidewalk Toronto: *before* bidding and procurement, you must first legislate protections for the people from the risks of surveillance capitalism on our streets.

CCLA is an independent, non-partisan, national organization that's been promoting and defending Canadians' rights and freedoms since 1964. Small but mighty, we have sought to insert ourselves into every major civil liberties issue facing Canada for the past half century. CCLA, on this issue, through this letter, stands on the shoulders of countless citizens, activists, experts, and journalists in Canada and abroad, on the streets, through public forums, committee meetings, online and on campus.

¹ Formally the "Toronto Waterfront Revitalization Corporation", operating as "Waterfront Toronto" and self-described as follows: "Waterfront Toronto is the public advocate and steward of waterfront revitalization. *Created by the Governments of Canada and Ontario and the City of Toronto*, Waterfront Toronto is mandated to deliver a revitalized waterfront" [emphasis added].
<https://www.waterfronttoronto.ca/nbe/portal/waterfront/Home/waterfronthome/about-us>



CCLA submits that Sidewalk Toronto and the Quayside project should be reset, with your ‘creation,’² Waterfront Toronto, issuing no new Quayside RFP until all three levels of government, after adequate public consultation, have established digital data governance policies for the appropriate collection, ownership, use and residency of personal information and other data obtained from public places in any embedded sensor laden, data harvesting Smart City contemplated for Quayside. This was the path trodden by Smart City Barcelona, which changed course in 2011, rendering what is now the global leader on Smart Cities.

Not for the first time, private enterprise got ahead of you and strove to exploit an unregulated frontier. Meanwhile, the legal vehicle you created to be the “public advocate and steward,”³ Waterfront Toronto, put the cart before the horse. Powers were given away to a private enterprise that cannot legally be given away. Waterfront Toronto also exceeded its own powers under its governing statute. Waterfront Toronto was supposed to be a real estate revitalization company, not an unelected, unaccountable Data & Privacy Czar, lacking any such authority from Parliament, Queen’s Park or City Hall.

The constitutional problem boils down to outsourcing the public interest to a private company without any democratic or legal authority. That in turn risks civil liberties within a free and democratic society. Only elected legislators have the constitutional authority to enact civil liberties protections in law. But you left that task to a subsidiary of Alphabet Inc. Protecting the public interest, forging the rules of the road for data, surveillance and privacy within a Smart City: that’s your constitutional job, as leaders of our three levels of government. The constitutional error that arises with outsourcing the public interest is manifold but it’s akin to a government retaining Exxon to design a country’s energy policy.

What are the *Charter* risks? We believe that the Waterfront Toronto-Sidewalk Labs Framework Agreement and the Plan Development Agreement (“PDA”) contemplate a non-consensual, state-authorized mass capture of Canadians’ personal information. As such, the *Charter* is engaged and breached: namely, Canadians’ right to privacy under the *Charter*, section 2 (fundamental freedoms of assembly and association), section 7 (life, liberty and security of the person), and section 8 (unreasonable search or seizure). The PDA also violates privacy statutes applicable to Waterfront Toronto, which is not above the law.

The CCLA is contemplating litigation in this matter because your respective governments behave as if unaware that, constitutionally, the emperor has no clothes.

² *Ibid.*

³ *Ibid.*



Canada needs you to develop the federal, provincial and municipal policies for a Smart City (whether at Quayside or elsewhere in Canada) **before** the procurement process, not after. As such, CCLA argues for a reset of Sidewalk Toronto, rather than a scrapping of a Smart City altogether. A change of course is needed. Ask not what your country can do for technology – ask what technology can do for your country. If you won't reset through government or by elected assembly, civil society may need to through the courts.

With this open letter to you, we are also asking the public to reach out to their democratic representatives, if they agree, to hit the reset button on Smart City Toronto. In the spirit of public debate, we are also encouraging your governments to respond to this letter, and debate these ideas in your legislative assemblies.

Are you contemplating such a reset? If so, when and how? If not, why not? Thank you for considering the foregoing, and we look forward to your response.

Sincerely,

Michael Bryant
Executive Director & General Counsel
Canadian Civil Liberties Association

Dr. Brenda McPhail
Director of Privacy, Tech & Surveillance
Canadian Civil Liberties Association

Mr. Michael Bryant
Executive Director & General Counsel

Dr. Brenda McPhail
Director of Privacy, Tech & Surveillance

Canadian Civil Liberties Association
Suite 900, 90 Eglinton Avenue East
Toronto, Ontario M4P 2Y3

Dear Mr. Bryant and Ms. McPhail:

[REDACTED]

Waterfront Toronto's vision is to develop sustainable communities, increase the supply of affordable housing, expand public transit and increase economic competitiveness through various projects and initiatives.

[REDACTED]

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The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Infrastructure and Communities



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**ONTARIO
SUPERIOR COURT OF JUSTICE
DIVISIONAL COURT**

B E T W E E N:

(*Court Seal*)

CORPORATION OF THE CANADIAN CIVIL LIBERTIES ASSOCIATION
AND LESTER BROWN

Applicants

and

WATERFRONT TORONTO REVITALIZATION CORPORATION, CITY OF TORONTO, HER MAJESTY IN RIGHT OF ONTARIO as represented by the MINISTER OF INFRASTRUCTURE, HER MAJESTY IN RIGHT OF CANADA as represented by the MINISTER OF COMMUNITIES AND INFRASTRUCTURE, AND THE ATTORNEY GENERAL OF CANADA

Respondents

APPLICATION under sections 2, 6(1) and 6(2) of the *Judicial Review Procedure Act*, R.S.O. 1990, c. J.1, as amended, and sections 2, 7, 8 and 24 of the *Charter of Rights and Freedoms*.

**NOTICE OF APPLICATION TO DIVISIONAL COURT
FOR JUDICIAL REVIEW**

TO THE RESPONDENTS

A LEGAL PROCEEDING HAS BEEN COMMENCED by the Applicants. The claim made by the Applicants appears on the following page.

THIS APPLICATION for judicial review will come on for a hearing before the Divisional Court on a date to be fixed by the registrar at the place of hearing requested by the Applicants. The Applicants request that this application be heard at Osgoode Hall, 130 Queen Street West, Toronto, Ontario, M5H 2N5.

IF YOU WISH TO OPPOSE THIS APPLICATION, to receive notice of any step in the application or to be served with any documents in the application, you or an Ontario lawyer acting for you must forthwith prepare a notice of appearance in Form 38A prescribed by the *Rules of Civil Procedure*, serve it on the Applicants' lawyer or, where the Applicants do not have a lawyer,

serve it on the Applicants, and file it, with proof of service, in the office of the Divisional Court, and you or your lawyer must appear at the hearing.

IF YOU WISH TO PRESENT AFFIDAVIT OR OTHER DOCUMENTARY EVIDENCE TO THE COURT OR TO EXAMINE OR CROSS-EXAMINE WITNESSES ON THE APPLICATION, you or your lawyer must, in addition to serving your notice of appearance, serve a copy of the evidence on the Applicants' lawyer or, where the Applicants do not have a lawyer, serve it on the Applicants, and file it, with proof of service, in the office of the Divisional Court within thirty days after service on you of the Applicants' application record, or at least four days before the hearing, whichever is earlier.

IF YOU FAIL TO APPEAR AT THE HEARING, JUDGMENT MAY BE GIVEN IN YOUR ABSENCE AND WITHOUT FURTHER NOTICE TO YOU. IF YOU WISH TO DEFEND THIS PROCEEDING BUT ARE UNABLE TO PAY LEGAL FEES, LEGAL AID MAY BE AVAILABLE TO YOU BY CONTACTING A LOCAL LEGAL AID OFFICE.

TAKE NOTICE THIS APPLICATION WILL AUTOMATICALLY BE DISMISSED if it has not been set down for hearing or terminated by any means within 5 years after the Notice of Application was filed with the Court unless otherwise ordered by the Court.

Date April 16, 2019

Issued by


Registrar

Address of
court office: Osgoode Hall, 130 Queen Street West
Toronto, Ontario
M5H 2N5

TO: Waterfront Toronto Revitalization Corporation
20 Bay Street, Suite 1310
Toronto ON M5J 2N8

AND TO: Ministry of the Attorney General of Ontario
Crown Law Office (Civil Law)
720 Bay Street, 8th Floor
Toronto ON M7A 2S9

AND TO: Deputy Attorney General of Canada
Office of the Deputy Attorney General of Canada
284 Wellington Street
Ottawa ON K1A 0H8

AND TO: City of Toronto
Legal Services
Metro Hall
55 John Street, 26th Floor
Toronto ON M5V 3C6

APPLICATION

1. THE APPLICANTS MAKE THIS APPLICATION FOR:

- (a) a declaration under section 2(1)2 of the *Judicial Review Procedure Act*, R.S.O. 1990, c. J.1, as amended (the "**JRPA**"), that the decisions made by Waterfront Toronto Revitalization Corporation ("**Waterfront Toronto**") to approve and enter into the Framework Agreement on October 16, 2017 and the Plan Development Agreement as of July 31, 2018 ("**PDA**"), both with Sidewalk Labs LLC ("**Sidewalk Labs**"), were *ultra vires* its objects and powers under the *Waterfront Toronto Revitalization Corporation Act, 2002*, S.O. 2002, c. 28 (the "**WT Act**") and invalid;
- (b) if necessary, a declaration under section 2(1)2 of the *JRPA* that any decisions by the City of Toronto, Her Majesty in right of Ontario ("**Ontario**") and Her Majesty in right of Canada ("**Canada**") directing, permitting or acquiescing in Waterfront Toronto's decisions to enter into the Framework Agreement and PDA (collectively, the "**Quayside Agreements**") were *ultra vires* and invalid;
- (c) an Order in the nature of *certiorari* under section 2(1)1 of the *JRPA* quashing:
 - (i) the decisions of Waterfront Toronto to enter into the Framework Agreement and PDA; and
 - (ii) the decisions of the City of Toronto, Ontario and Canada in directing, permitting or acquiescing in Waterfront Toronto's decisions to enter into the Framework Agreement and PDA;

- (d) a declaration under section 24(1) of the *Canadian Charter of Rights and Freedoms* (the "**Charter**") that Waterfront Toronto has violated Canadians' personal and collective privacy rights under sections 2(c), 2(d), 7 and 8 of the *Charter* by entering into the Framework Agreement and PDA;
- (e) a declaration under section 24(1) of the *Charter* that the City of Toronto, Ontario and Canada have violated Canadians' personal and collective privacy rights under sections 2(c), 2(d), 7 and 8 of the *Charter* by authorizing Waterfront Toronto to enter into the Framework Agreement and PDA;
- (f) a declaration that the Framework Agreement and PDA are null and void;
- (g) if necessary, an interim, interlocutory, permanent injunction and/or *quia timet* injunction enjoining (1) Waterfront Toronto from approving the Master Innovation Development Plan ("MIDP") contemplated by the PDA, and (2) the City of Toronto from authorizing Waterfront Toronto to approve the MIDP in accordance with section 4 of the *JRPA*, section 101 of the *Courts of Justice Act*, R.S.O. 1990, c. C. 42, as amended, and Rule 40 of the *Rules of Civil Procedure*, as applicable;
- (h) if necessary, leave to make this application to a single judge of the Superior Court of Justice in accordance with section 6(2) of the *JRPA*;
- (i) if necessary, an Order abridging the time prescribed for service of the application record, or alternatively, dispensing with service;
- (j) an Order, in any event of the cause, that no costs be awarded to or against the Applicants; and

(k) such further and other remedy and relief as to this Honourable Court may seem just in the circumstances.

THE GROUNDS FOR THE APPLICATION ARE:

1. OVERVIEW

1. Waterfront Toronto has entered into the Quayside Agreements with Sidewalk Labs (a sibling of Google LLC) to develop and build a smart city at Quayside (the "**Quayside Project**"), an undeveloped, 12-acre plot on Toronto's waterfront. This smart city will integrate a digital layer of sensors and detection devices into the physical infrastructure to capture and collect personal data from public spaces. The Quayside Agreements empower Sidewalk Labs and others to effect historically unprecedented, non-consensual, inappropriate mass-capture surveillance and commoditization of personal data of individuals who live in, work in or visit Quayside.
2. Under the PDA, Waterfront Toronto has agreed that the "access by and *potential* ownership of [Quayside] data by Waterfront Toronto, the City of Toronto, Province of Ontario or Government of Canada" will be addressed later in the MIDP, a plan that Sidewalk Labs is preparing.
3. As a corporation governed by the WT Act, Waterfront Toronto derives its powers from the WT Act or from a valid governmental delegation of authority. Waterfront Toronto has no authority under the WT Act or otherwise to create a digital data governance policy for Quayside. Nevertheless, Waterfront Toronto has purported to delegate to Sidewalk Labs the authority over and responsibility for personal data collected from Quayside.

4. Before developing or implementing the Quayside Project, the Respondent governments have the duty to develop a digital data governance policy to address the capture, collection, control, management, ownership, risks, exploitation and residency of the data collected. Instead, the Respondent governments have abdicated their duty.
5. By entering into or permitting or acquiescing in the decisions to approve the Quayside Agreements, the Respondents have violated or will violate Canadians' personal and collective privacy rights under sections 7 and 8 of the *Charter*, and their freedoms, and privacy rights in respect of the freedoms, of assembly and association under sections 2(c) and 2(d) of the *Charter*.
6. The Applicants ask this Court to quash the decisions of the Respondents that approved the Quayside Agreements, and declare that these agreements are null and void.

2. BACKGROUND

Parties

7. Lester Brown is a resident of Toronto and Ontario, and a citizen of Canada whose *Charter* rights have been or will be infringed by the actions of the Respondents.
8. The Corporation of the Canadian Civil Liberties Association ("CCLA") is an independent, national, non-governmental, charitable organization whose mandate is the protection of fundamental rights and freedoms of Canadians. The CCLA has appeared as a public interest litigant or intervener before all levels of the Court in Ontario and Canada since 1964. The CCLA seeks standing as a public interest litigant in this proceeding.

9. Waterfront Toronto was created by the three levels of government and is continued under the WT Act as a corporation without share capital (WT Act, s. 2(1)). Waterfront Toronto is composed of the members of its board of directors (the "**WT Board**") and is not a Crown agency (WT Act, s. 2(3)). The WT Board is composed of directors appointed from each level of government (WT Act, s. 5(1)).

10. Waterfront Toronto's objects and powers are strictly derived from and confined to those prescribed by the WT Act. The WT Act states:

Objects of the Corporation

3 (1) The following are the objects of the Corporation:

1. To implement a plan that enhances the economic, social and cultural value of the land in the designated waterfront area and creates an accessible and active waterfront for living, working and recreation, and to do so in a fiscally and environmentally responsible manner.
2. To ensure that ongoing development in the designated waterfront area can continue in a financially self-sustaining manner.
3. To promote and encourage the involvement of the private sector in the development of the designated waterfront area.
4. To encourage public input into the development of the designated waterfront area.

...

Same

(2) The Corporation shall carry out its objects so as to ensure that the revitalization of the designated waterfront area creates new economic growth, new jobs, diverse and dynamic new commercial, residential and recreational communities, new cultural institutions and new parks and green spaces for the public.

11. Waterfront Toronto is a public body subject to the routine and regular control of the Respondent governments. Waterfront Toronto derives its powers from statute and

performs a public function, including carrying out the specific policies of the governments as set out in the WT Act. With the Quayside Agreements, Waterfront Toronto has purported to exercise a statutory power of decision and engaged broader public law interests. Its decisions are therefore subject to judicial review and to the *Charter*.

12. Sidewalk Labs is a limited liability corporation under the laws of the State of Delaware headquartered in New York City. It is a sibling of Google LLC and a subsidiary of Alphabet Inc. Sidewalk Labs describes itself as "an Alphabet company that uses new technology to address big urban challenges" by bringing together urbanists with technologists.
13. Google LLC is a market dominant colossus that harvests personal data and monetizes that data by mining it, packaging it and selling it to third parties.

Quayside Project

14. Quayside is situated on Toronto's eastern waterfront within walking distance of downtown Toronto. Most of Quayside is owned by Waterfront Toronto and is part of the "designated waterfront area" prescribed by the WT Act.
15. On March 17, 2017, Waterfront Toronto issued a Request for Proposals (the "**RFP**") for an "Innovation and Funding Partner" and selected Sidewalk Labs on September 12, 2017.
16. In its RFP response, Sidewalk Labs wrote, "Welcome to Quayside, the world's first neighbourhood built from the internet up"; "...what happens in Quayside will not stay in Quayside"; and the "ideas first tested there will take on new life when deployed at scale

across the Eastern Waterfront district". Sidewalk Labs plans to use Quayside as a "global testbed".

17. The smart city at Quayside will include a digital layer of sensors and detection devices (including low-bandwidth thermometers, air monitors, radar, LiDAR, location services and high-resolution cameras that capture millions of pixels dozens of times per second) to capture real-time data about the urban environment and achieve "ubiquitous sensing". The digital layer of sensors will be built into the physical infrastructure and generate a shared repository of data on the neighbourhood.
18. On October 16, 2017, Waterfront Toronto entered into the Framework Agreement with Sidewalk Labs "for the creation of the world's first urban district planned and executed at scale 'from the internet up'" at Quayside and the Eastern Waterfront, an approximately 880-acre area adjacent to Quayside.
19. Waterfront Toronto's prior experience had been limited to developing traditional mixed-use real estate developments. It had no experience with developing digital data infrastructure or digital data governance.
20. On July 31, 2018, Waterfront Toronto and Sidewalk Labs entered into the PDA, which superseded the Framework Agreement. Under the PDA, Waterfront Toronto agreed that the MIDP will include plans for both the 12-acre Quayside plot and the "MIDP Site", which is the entire designated waterfront area of approximately 2,600 acres. Waterfront Toronto does not own, and has no authority over, lands outside of Quayside.

21. Relevant terms of the PDA include:

- (a) the MIDP will be subject to the approval of Waterfront Toronto and Sidewalk Labs (s. 3.01(a));
- (b) the PDA will terminate on September 30, 2019 if Waterfront Toronto and Sidewalk Labs have not approved the MIDP, and on December 31, 2019 if the "Principal Implementation Agreements" between Waterfront Toronto and Sidewalk Labs to implement the MIDP have not been approved (s. 9.01(a)(v) and (vi)); and
- (c) Waterfront Toronto will not be liable to Sidewalk Labs for any amounts if the PDA terminates in accordance with its terms (s. 9.01(b)).

Decisions were not transparent or reasonable

- 22. The process that resulted in the Quayside Agreements was not transparent, reasonable or accountable.
- 23. Waterfront Toronto did not conduct the RFP in an open, fair or transparent manner. It provided Sidewalk Labs with advantages not afforded to other proponents.
- 24. The WT Board was pressured and rushed into approving the Quayside Agreements. For example, the WT Board was asked to approve the Framework Agreement after it was provided with only one business day to review it.
- 25. The public announcement of the Framework Agreement on October 17, 2017 by the Prime Minister, Premier, Mayor and Chair of Alphabet Inc. was scheduled on October 12, 2017,

one day before the WT Board received a copy of the Framework Agreement on October 13, 2017.

26. The majority of the WT Board approved the Quayside Agreements even though they did not have adequate time to conduct a meaningful review of, or obtain legal advice on, a complex and unprecedented transaction.
27. Waterfront Toronto did not adequately consult or obtain the approvals of the Respondent governments before it made the decisions that led to the approval of the Quayside Agreements.

Mass data capture regime at Quayside

28. In Quayside, Waterfront Toronto will effect historically unprecedented, non-consensual, inappropriate mass-capture surveillance and commoditization of individuals' personal information, and give a private-sector, for-profit, corporation the right to commercially exploit it.
29. Data captured from Quayside raises serious concerns about surveillance. It will not be feasible to obtain the meaningful, informed consent of individuals for the personal information captured in public spaces or ensure with certainty that such data is de-identified and not re-identified. In any case, surveillance and commoditization are purposes that a reasonable person would not consider appropriate in the circumstances, contrary to section 5(3) of the *Personal Information Protection and Electronic Documents Act*, S.C. 2005, c. 5 ("*PIPEDA*").

3. Judicial Review and *Charter* Challenges

30. The Applicants advance two main challenges:

- (1) pursuant to sections 1 and 2(1) of the *JRPA*, that the decisions of the Respondents that approved or led to the approval of the Quayside Agreements are *ultra vires* and void, and
- (2) the Respondents have violated or will violate Canadians':
 - (a) freedoms, and privacy rights in respect of their freedoms, of assembly and association under sections 2(c) and (d) of the *Charter*; and
 - (b) personal and collective privacy rights under sections 7 and 8 of the *Charter*.

(1) Judicial Review Challenge

31. The Applicants challenge the Respondents' decisions that approved or led to the approval of the Quayside Agreements on grounds that include the following:

- (a) Waterfront Toronto's decisions to approve the Quayside Agreements exceeded its objects and powers under the WT Act; and
- (b) in the alternative, Waterfront Toronto exercised its discretion under the WT Act for an improper purpose.

(a) Waterfront Toronto exceeded its legal authority

32. As a creature of statute, Waterfront Toronto must obtain its authority from statute or a sub-delegation of authority from government.

33. The WT Act does not give Waterfront Toronto the authority to make policy regarding the collection, ownership, control, management, use, storage and residency of data collected in the designated waterfront area.
34. Nor did any level of government legally delegate the power to make this policy to Waterfront Toronto.
35. Waterfront Toronto is accountable to and funded by Infrastructure Canada, the Ontario Ministry of Infrastructure, and the City of Toronto, each of which is governed by the *Canada Strategic Infrastructure Fund Act*, S.C. 2002, c. 9, the *Ministry of Infrastructure Act*, S.O. 2011, c. 9, and the *City of Toronto Act, 2006*, S.O. 2006, c. 11, respectively.
36. The *Canada Strategic Infrastructure Fund Act* does not specifically address delegation or authorize the Federal Minister of Infrastructure and Communities to delegate any relevant authority to Waterfront Toronto. Waterfront Toronto could not therefore have lawfully obtained the authority to enter into the Quayside Agreements from the Federal Minister.
37. Under the *Ministry of Infrastructure Act*, Ontario's Minister of Infrastructure has broad powers to review, make recommendations and establish policy on infrastructure matters in Ontario. Section 19(2) provides that the Minister may only delegate certain powers to a Crown agency. As Waterfront Toronto is not a Crown agency pursuant to s. 2(3) of its Act, the Minister of Infrastructure has no authority to delegate any powers to Waterfront Toronto.
38. Accordingly, any decision by Ontario's Minister of Infrastructure to purportedly authorize Waterfront Toronto to make policy on digital data governance for a smart city at Quayside

(by entering into the Quayside Agreements) constitutes an unlawful delegation of the Minister's power to set infrastructure policy, develop and implement plans and programs, and disseminate information.

39. The City of Toronto has broad authority under the *City of Toronto Act* to delegate its powers to any person or body subject to the limits set out in the statute. However, valid sub-delegation requires a positive act by the sub-delegator to vest the grant of authority in another.
40. The Applicants are not aware that the City of Toronto, Ontario or Canada delegated authority to Waterfront Toronto to make such policy or to sub-delegate this power to a third party, much less a private-sector, for-profit company like Sidewalk Labs.
41. On the contrary, Waterfront Toronto entered into the Framework Agreement without consulting the City of Toronto and the PDA without the approval of the City of Toronto.
42. If Waterfront Toronto did not have the legal authority to make policy for a smart city, it did not have the power to delegate to Sidewalk Labs the authority to make policy on digital data governance in the MIDP.

(b) Waterfront exercised its discretion for improper purposes

43. In the alternative, if Waterfront Toronto had the discretion to make policy for a smart city (which is denied), Waterfront Toronto exercised that discretion for an improper purpose by outsourcing that authority to Sidewalk Labs.
44. Further, the mass personal data capture regime planned for Quayside will violate privacy rights protected by federal and provincial privacy laws, including the *PIPEDA*, the

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31, as amended and the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended, for reasons including those described in paragraph 29 above. It will also violate Canadian's *Charter* rights and freedoms as discussed below.

45. Violation of federal and provincial privacy laws and the *Charter* is a purpose extraneous and unrelated to the objects and powers of Waterfront Toronto as specified in the WT Act.

(2) Charter challenge

46. As the Quayside Agreements entail a non-consensual, invasive, state-authorized and state-enabled mass-capture of Canadians' personal information, they are governmental acts that engage and breach, or will breach, individuals' freedoms, and the privacy rights in respect of their freedoms, of assembly and association under sections 2(c) and (d) of the *Charter* respectively, as well as their right to privacy under section 7 (*life, liberty and security of the person*) and section 8 (*unreasonable search or seizure*) of the *Charter*.

Breach of sections 2(c) and (d): Freedoms of Assembly and Association

47. Pervasive surveillance chills associational and assembly freedoms. Harvested personal data (e.g., locations, mobility signatures and facial recognition) can be processed and correlated to identify individuals and reveal the people, groups, causes and activities with which they associate and assemble. The mere belief that private data may be used this way impairs the exercise of these fundamental freedoms.
48. There is a vital relationship between the freedom to associate, and privacy in one's associations. Violation of that privacy through persistent and pervasive data capture

imposes on citizens the involuntary surrender of the details of their associations. It also disrupts and discourages their gatherings (assembly).

49. The data capture will be or will likely be carried out without the meaningful informed consent of its target individuals and for inappropriate purposes under *PIPEDA*. The non-consensual surrender by the state to Sidewalk Labs and/or others of private data will discourage, limit or even make it impossible for individuals to assemble and associate freely and anonymously to pursue legitimate social goals, personal and public activities and civic engagements. This curtails or negates critical freedoms in a democracy where collective behaviour plays an important political and social role, namely, the freedoms guaranteed by sections 2(c) and (d) of the *Charter*.

Breach of section 7: Life, Liberty and Security of the Person

50. Section 7 guarantees Canadians a right to an area of privacy or individual sovereignty, free from arbitrary or unjustified intrusions from or with the authority of the state. The guarantees of liberty and security of the person in section 7 of the *Charter* are also violated when there is serious, state-imposed psychological stress.
51. Surveillance and the loss of privacy constrain individual and collective liberty and provoke psychological stress. The smart city at Quayside will impose constraints on individual liberties and cause serious, state-imposed psychological stress with its continuous and pervasive monitoring. It will constitute a gross intrusion upon individuals' abilities to make private decisions free from state or state-authorized interference and will thus violate Canadians' rights to liberty and security of the person under section 7 of the *Charter*.

Breach of section 8: Unreasonable Search or Seizure

52. Canadians maintain a reasonable expectation of privacy, including anonymity, while in public. Canadians may expect that some of their personal information may be observed and collected while in public spaces but they do not expect that their personal information, individually and collectively, will be subject to mass-capture and exploitation by a private-sector, for-profit corporation.
53. The Quayside Agreements will implement an invasive data collection regime that is active, not passive. Details of a person's movements, actions, identity, behaviours, and characteristics at Quayside will be captured and subject to exploitation.
54. The mass data capture regime under the Quayside Agreements is inherently non-consensual. Canadians have not been told, or will not be told, of the full extent or kinds of personal information that will be captured. It will not be possible for Canadians to understand fully the ways in which their personal information will be exploited and hence, the consequences of the collection, use or disclosure. Any consent that Canadians could offer would not be fully informed or meaningful absent such understanding.
55. The mass data capture regime under the Quayside Agreements would violate Canadians' reasonable expectations of privacy over their personal information, and constitutes or will constitute an unreasonable search or seizure, in violation of section 8 of the *Charter*.

4. COSTS

56. The Applicants request that, in any event of the cause, no costs be awarded to or against them. The CCLA is a national charity dedicated to the protection of civil liberties, human rights, and democratic freedoms of all people across Canada. Lester Brown is a concerned

resident of Toronto, Ontario and a Canadian citizen whose rights have been or will be infringed by the Respondents actions. The Applicants have no financial interest in the outcome of this proceeding. They bring this application because of the important public interest issues raised.

5. STATUTES RELIED UPON

57. The Applicants rely on the following statutes and rules:

- (a) *Toronto Waterfront Revitalization Corporation Act, 2002*, S.O. 2002, c. 28;
- (b) *Rules of Civil Procedure*, including Rules 3.02, 38, 40, 57 and 68;
- (c) *Canadian Charter of Rights and Freedoms*, Part 1 of the *Constitution Act, 1982*, being Schedule B to the *Canada Act 1982 (UK)*, 1982, c. 11, including sections 2(c), 2(d), 7, 8, 24 and 32;
- (d) *Courts of Justice Act*, R.S.O. 1990, c. C. 43, as amended, including sections 101 and 109;
- (e) *Judicial Review Procedure Act*, R.S.O. 1990, including sections 1, 2(1), 4 and 6;
- (f) *Business Corporations Act*, R.S.O. 1990, c. B. 15, as amended;
- (g) *Crown Liability and Proceedings Act*, R.S.C. 1985, c. C-50;
- (h) *Proceedings Against the Crown Act*, R.S.O. 1990, c. P.27;
- (i) *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31;
- (j) *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56;
- (k) *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c. 5;
- (l) *City of Toronto Act, 2006*, S.O. 2006, c. 11; and

(m) *Canada Strategic Infrastructure Fund Act, S.C. 2002, c. 9.*

THE FOLLOWING DOCUMENTARY EVIDENCE WILL BE USED AT THE HEARING OF THE APPLICATION:

- (a) affidavits of the Applicants to be sworn and the exhibits attached thereto; and
- (b) such further and other evidence as the lawyers may advise and this Honourable Court may permit.

(Date of issue)

April 16/19

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-and- WATERFRONT TORONTO REVITALIZATION CORPORATION et al.
Respondents

21119

Court File No.

ONTARIO
SUPERIOR COURT OF JUSTICE
(DIVISIONAL COURT)

PROCEEDING COMMENCED AT
TORONTO

**NOTICE OF APPLICATION TO DIVISIONAL COURT
FOR JUDICIAL REVIEW**

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Sent: April 30, 2019 10:49 AM
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Subject: RE: ADM Briefing #8 - April 29, 2019

Thank you.

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